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Report of the Economic and Social Council Ad Hoc Advisory Group on Haiti**

Summary

The present report contains the findings of the Ad Hoc Advisory Group on Haiti based on its meetings with Haitian and international counterparts and, above all, its mission to Haiti in April 2007. It highlights key features of the economic and social situation in the country, marked by some progress and several persistently negative indicators, and elaborates on the need for capacity-building to respond to the structural institutional weaknesses of Haitian society. The report also analyses key issues related to development planning and aid coordination in Haiti, an overall *problématique* crucial in a country highly dependent on international assistance. On those various themes, the report concludes with recommendations addressed to the Haitian authorities and to the international community with a view to enhance the impact of development work in the country, given the need for coherence and sustainability in international support outlined by the Economic and Social Council in its resolutions on Haiti.

* E/2007/100 and Corr.1.

** The present report is submitted late in order to provide information on the mission of the Ad Hoc Advisory Group to Haiti in the second half of April 2007.

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I. Introduction

1. The present report is the third presented to the Economic and Social Council since the Ad Hoc Advisory Group was reactivated in 2004. At that time, following a request made by the Government of Haiti, the Council decided in its resolution 2004/52 to reactivate the Ad Hoc Advisory Group on Haiti that was established in 1999 to help coordinate the development of a long-term programme of assistance to the country. Pursuant to Council decision 2004/322, the Group is composed of the Permanent Representatives of Benin, Brazil, Canada, Chile, Haiti, Spain and Trinidad and Tobago to the United Nations. The President of the Economic and Social Council and the Special Representative of the Secretary-General in Haiti are also invited to take part in its meetings. Since its first meeting, on 23 November 2004, the Group has been chaired by the Permanent Representative of Canada to the United Nations.

2. In its resolution 2006/10, the Council decided to extend the mandate of the Ad Hoc Advisory Group until its substantive session of 2007, with the purpose of following closely and providing advice on Haiti's long-term development strategy to promote socio-economic recovery and stability, with particular attention given to the need to ensure coherence and sustainability in international support for Haiti, based on long-term national development priorities, building upon the Interim Cooperation Framework and the forthcoming poverty reduction strategy and stressing the need to avoid overlap and duplication with respect to existing mechanisms. The Council requested the Group to submit a report on its work, with recommendations, as appropriate, at its substantive session of 2007.

3. It is recalled that in its report to the Council at its substantive session of 2005 (E/2005/66), the Ad Hoc Advisory Group presented an analysis of the status of the Millennium Development Goals in Haiti and of international support for the country and singled out priority areas for action as well as long-term development implications. The analysis was the result of a series of meetings of the Group with major development partners of Haiti and of a mission to Haiti carried out at the same time as the Security Council mission, in April 2005. In 2006, the Council report (E/2006/69) provided an update on the economic and social development in the country and the key challenges for the new Government, which had just emerged from the electoral process.

4. The present report is to be read in conjunction with those two previous documents, as the Group has since then assessed the follow-up provided to its previous recommendations on key development priorities and on the partnership that needs to be enhanced between the newly elected authorities of Haiti and the development partners. Those issues were central to the mission that the Group carried out in Haiti from 18 to 21 April 2007, during which it met with a wide range of Haitian and international counterparts, and to its previous meeting in New York with Jean-Max Bellerive, Minister for Planning and External Cooperation of Haiti. The Group takes this opportunity to express its gratitude to the Department of Economic and Social Affairs, the United Nations Stabilization Mission in Haiti (MINUSTAH) and the United Nations country team for organizing its mission to Haiti and facilitating its meetings with officials, representatives of civil society and the diplomatic and donor community, both in Port-au-Prince and outside the capital.

5. Upon its return to New York, the Group held a debriefing with Rebecca Grynspan, Associate Administrator and Regional Director of the United Nations Development Programme (UNDP) for Latin America and the Caribbean, and David Harland, Director of the Best Practices Section of the Department for Peacekeeping Operations, whom the Group also wishes to thank.

6. The very rich and intense programme of the Group in Haiti is attached (see annex I), containing a comprehensive description of the Group's interaction with relevant stakeholders. It is noteworthy that during its visit, the Group met with a delegation of the Committee on the Elimination of Discrimination against Women, in the country to assess and plan for support for the elaboration of a report by Haiti on the implementation of the Convention on the Elimination of All Forms of Discrimination against Women. While bringing rich information to the attention of the Group on the status of women in Haiti, the meeting ensured institutional coherence in the work of the United Nations and in the messages sent to local actors, a practice that should be made as common as possible within the Organization.

7. While building on its activities over the last three years, the present report is largely based on the Group's findings during the April 2007 visit. Rather than attempting to be exhaustive on the whole *problématique* of Haiti's development, it focuses on a select number of challenges identified by the Group as key to progress and to the quality of the country's relationships with international development partners.

II. Economic and social development of Haiti: status and prospects

8. The socio-economic situation in Haiti remains of concern to the Ad Hoc Advisory Group. The decline of various basic indicators such as the per capita gross national product and the maternal mortality ratio reveals the persistence of structural problems that hamper the development of the country. However, some progress has also been made since 2004, and the Group is of the view that prospects for long-term development depend on investments in key sectors, which will act as engines of growth and enable the translation of the Government's vision for the country's development into concrete dividends for the population.

A. Macroeconomic performance

9. Haiti has emerged from a period of negative real growth of its gross domestic product (GDP) that was also marked by high inflation and a large fiscal deficit. The Group is pleased to note the positive and sustained progress made in this field since the transitional Government of 2004, leading to an increased growth rate of 2.5 per cent expected for fiscal year 2006 and a decrease in the inflation rate from 38 per cent in 2003 to 8.6 per cent in February 2007. The overall deficit of the central Government was also considerably reduced and is expected to average 2 per cent of GDP. Those positive figures are the result of important reform efforts carried out in the field of economic governance: improved budget and public procurement procedures, creation of anti-corruption mechanisms within the ministries, increased transparency and efficiency in the management of public enterprises. They testify to

the capacity of political authorities and the civil service to set and follow a sound economic policy leading to improved macroeconomic stability, a prerequisite for further development progress.

10. Haiti has started to realize the dividends of those efforts, which were acknowledged by most donors at the International Conference for the Economic and Social Development of Haiti, held in Madrid in November 2006. At the same time, the World Bank and the International Monetary Fund determined that Haiti qualified for multilateral debt relief under the enhanced Heavily Indebted Poor Countries (HIPC) Initiative by reaching the decision point under the Initiative, leading to interim debt relief from certain creditors and opening the door for full relief if a further set of reforms is implemented. In March 2007, the Inter-American Development Bank, Haiti's main creditor, with a third of its external debt, has announced debt cancellation for Haiti, including short-term relief and possible full cancellation in the medium term.

11. Despite this situation, it should be borne in mind that Haiti's economic governance structures are extremely limited, as is its budget, which the World Bank has compared to the operating budget of a medium-sized university. Because the Government has spent less than it might have done during the past year, the obligation to maintain budgetary discipline and the potential lack of flexibility in management of the State's finances, together with the weakness of administrative bodies, may seriously complicate governmental action. Care must also be taken to ensure that the Government's regulatory activities are not further marginalized in an economy where the dollar is already gaining in use and where, according to a report of the Inter-American Development Bank (IDB), Haitian emigrants sent 1.65 billion dollars in remittances in 2006, more than three times the amount spent by the Haitian Government during that same year.

B. Persistence of negative social indicators

12. Social indicators for Haiti remain persistently low or in decline. A particularly worrying sector is health. It is estimated that only half the population has access to health services. Haiti has the highest rates of under-five mortality (120 per 1,000 in 2005) and maternal mortality (523 for 100,000 in 1999/2000) in the Western Hemisphere. Life expectancy is 52 years on average, 53 for women and 51 for men. It is noticeable that the difference between men and women tends to decrease at younger ages, which testifies to an increased vulnerability of women. During the Group's discussions with the Committee on the Elimination of Discrimination against Women delegation, a concern was raised regarding the suspension of the training of midwives (*matrones*) by the Ministry of Health, leading to a decrease in the availability of the health care given to pregnant women, especially in rural areas where no prenatal clinics exist.

13. Poverty remains endemic. The GDP per capita is US$ 450 and 78 per cent of the population lives below the US$ 2 per day poverty line, with 54 per cent in extreme poverty (less than US$ 1 per day). As previously stated in the Group's reports, Haiti is not in a position to reach any of the Millennium Development Goals by 2015, including the first, related to the eradication of extreme poverty and hunger. The poverty trap that the Group described in 2005 is still in place (see E/2005/66, para. 18), and huge inequalities persist. As a result of the continued rural

exodus, 40 per cent of the population is now urban. From 2005 to 2006, Haiti fell by one place on the United Nations Development Programme (UNDP) Human Development Index, where it ranks 154 out of 177 countries.

14. During its 2007 visit, the Group witnessed the extent of both urban and rural poverty: the district of Cité Soleil, in Port-au-Prince, and the city of Ouanaminthe, located in the North-East Department, a mostly rural area on the border with the Dominican Republic. The Group was the first diplomatic mission to visit Cité Soleil, a shanty town of over 250,000 inhabitants living in extreme poverty, since the Haitian National Police and MINUSTAH regained control over the area from the gang leaders that had dominated the community for several years. The disarmament, demobilization and reintegration programme put in place by the Government of Haiti, MINUSTAH and UNDP also has started to bear fruit. The prospects for improving the living conditions of the population in that area are real, thanks to restored stability and the possibility of international organizations resuming assistance programmes. In Ouanaminthe, the Group visited the "bi-national" market with the Dominican Republic, where twice a week Haitian people import large amounts of agricultural and other products and retail them. The visit demonstrated to the Group another aspect of the weakness of the Haitian rural economy, as the whole North-East Department becomes increasingly dependent on the Dominican economy and local food production is threatened. In addition, the bridge between Ouanaminthe and Dajabón, over which most trade passes, needs urgent repair and strengthening. On 8 May 2007, after the Group's visit, the bridge was further damaged by a tornado and closed.

15. In addition to the difficulties previously identified by the Group, some continuing socio-economic trends in Haiti will have long-term consequences for the capacity of the country to emerge from widespread poverty, in particular:

(a) The continued increase in Haiti's population, which is expected to reach 12 million by 2030 (8.5 million today) with a high urbanization rate;

(b) The living conditions of children and youth: 50 per cent of the population is younger than 20 according to the 2006 national census, the number of children having completed primary school had fallen to 35.5 per cent in 2002 and the youth unemployment rate is 47 per cent, the highest in Latin America and the Caribbean;

(c) The feminization of poverty, marked by unemployment and involvement in precarious activities in the informal sector, and the negative impact it has on the development prospects of households, often headed by women;

(d) The increase in violence and organized crime;

(e) Continued environmental degradation, with a 97 per cent deforestation rate and increased vulnerability to natural disasters.

C. Prospects for long-term development: the engines of growth

16. Given a context marked by both improved macroeconomic performance and structural socio-economic weaknesses, it is of the utmost importance to define sectors that will allow for economic growth, job creation and some dividends of political stability to reach the people of Haiti. Following discussions with various actors, the Ad Hoc Advisory Group identified three sectors with just that potential,

which the Government is willing to promote: tourism, agriculture, including biofuels, and the textile/assembly industry.

17. The geographic situation of Haiti makes it a natural destination for large-scale tourism, a sector that declined over the years with repeated political turmoil and the consequent degradation of tourism infrastructure. During its meeting with the Group, the Ministry of Tourism stressed that the country's tourism strategy should consist of promoting not only Haiti as such, since it still has a reputation of instability, but tourist destinations or locations that the major operators can promote on the basis of their historical value or natural setting, usually as an extension of trips to the Dominican Republic or Jamaica or as part of cruises that call on several ports in the Caribbean. A list of bankable tourism products is being prepared. Investment in this sector has many benefits, including for transport infrastructures, construction (the country has only 800 hotel rooms of an international standard), agriculture (purchase of local products to feed tourists), environmental planning and management, and promotion of the cultural heritage.

18. Because Haiti is primarily an agricultural country, promotion of this sector is a necessary stage of its development. As mentioned above, the Group has noted the vulnerability of Haitian rural society in Ouanaminthe, where Dominican production, which is clearly more competitive, poses a serious threat to Haitian farming. In that regard, as Prime Minister Alexis has said, a set of measures must be put in place in order to modernize and transform the largely subsistence-based agricultural sector into one based on commercial agriculture through an integrated rural development approach. This long-standing problem is currently magnified by Haiti's biofuel potential. The Ministry of Foreign Affairs has drawn attention to the existing ties with several countries in the region with a view to Haiti's incorporation into the production process for these alternative energy sources.

19. Haiti has development potential in the industrial sector because of the low cost of manpower and the potential to generate many jobs. The Group observed this during its visit to the Ouanaminthe free-trade zone in the north-eastern part of the country, where an industrial development company specializing in textiles operates two factories that produce jeans and T-shirt, on property rented from the Haitian Government. Nearly 2,000 employees, most of them Haitian, work there under Dominican supervisors; additional production units are planned. While employee working conditions and wages merit careful monitoring by agencies outside the company, growth in this area of activity is desirable because it provides the primary alternative of any size to agricultural activity in the region and pays its employees, both men and women, low but regular wages. It is to be hoped that the December 2006 decision by the Congress of the United States of America to grant preferential treatment to Haitian products in some sectors under the Haitian Hemispheric Opportunity through Partnership Encouragement (HOPE) Act will allow more businesses of this kind to open in Haiti.

20. In a study carried out by the Economic Commission for Latin American and the Caribbean (ECLAC) (LC/MEX/L.683), Mr. Gert Rosenthal, former President of the Economic and Social Council, stressed the need to take advantage of other opportunities in the fields of electronics, toys, and call centres linked to francophone markets. He also noted that legalizing the assets and property rights of the former informal sector could increase the productivity of the huge number of microenterprises that exist in Haiti. These and other factors should continue to be

inhabitants) and the territory to be covered. Likewise, tax and custom officers are few in number and vulnerable to both pressure and attack as they carry out their functions. It is, therefore, important to adapt the mandate and focus of the international presence in the country to ensure that support and protection are provided also to those civil servants whose tasks are essential to ensure the sustainability of State institutions and activities such as revenue collection.

25. The strengthening of law enforcement institutions requires concomitantly an improved justice system which, compared to the police force, has not received a similar level of support from the international community. The Government and its development partners today recognize the paramount importance of reforming the justice system and of tackling related problems such as prolonged pretrial detention, insufficient capacity of the penitentiary administration and the independence of the judiciary, which is a precondition for the credibility and authority of magistrates, in the view of the population. The Ministry of Justice has drafted three pieces of legislation on the *Conseil supérieur de la magistrature*, the *École de la magistrature* and the *Garanties statutaires des magistrats*, which would deserve early consideration in order to give a concrete dimension to judicial reform. The latter will need to be completed by a longer-term consultation process on the reform of the Civil and Penal Codes.

26. The Parliament, which was duly elected last year, has a decisive role to play in the processes of institutional reform that require new legislation. However, many interlocutors stressed that parliamentarians were ill-equipped for those tasks and stressed the need for training and capacity-building. That was considered essential for the chambers to be able to carry out the substantive work that the Parliament is expected to perform, in particular the review and assessment of the legislation brought before it by the Government. At the time of the Group's visit, very few pieces of legislation had been passed by Parliament. One illustration of the difficulties faced are the obstacles encountered in engaging work at the inter-ministerial level to promote the status of women, including in the preparation of the national report on the implementation of the Convention on the Elimination of all Forms of Discrimination against Women. Haiti ratified the Convention in 1981, but has never presented a report on its implementation. The laudable efforts carried out by the Ministry of the Status of Women and Women's Rights to promote those issues deserve to be followed-up by a functioning system of gender focal points, within the different Ministries, who would ensure that gender-based discrimination is properly addressed. In the same vein, it is important that the Parliament consider the draft legislation prepared by the Government on key issues affecting the status of women, including the laws on the recognition of informal unions (*plaçage*), the legal recognition of the birth declaration, whether made by the father or the mother, and the social protection of women and girls serving as domestic staff. More broadly, the question of whether the law is in conformity with the Haitian Constitution of 1987 and with international instruments, such as the Convention, should be an important and urgent task for the Government and the Parliament.

27. The Group therefore supports the idea of the Parliament receiving appropriate support from development partners, including, for example, through the strengthening of a "parliamentary unit" within MINUSTAH.

B. Consequences for aid management and delivery

28. Since 2004, international development partners have resumed a strong involvement in Haiti, aware of the fact that political stability and development are interconnected and that the situation in the country will remain fragile as long as basic socio-economic development concerns are not properly addressed. The capacity of State institutions to absorb development assistance is therefore crucial to the impact of all international efforts on both the security and development fronts. It is also a prerequisite for Haiti to move forward independently and on a long-term path.

29. Given the limited absorptive capacity of the Haitian State, it is important to define immediate, short-, medium- and long-term action and to start with easily achievable goals. Proper sequencing of activities is needed to adapt support programmes to the actual absorbing capacities of institutions. The quick-impact projects carried out by MINUSTAH are a good example of immediate support, often benefiting the municipalities. Supporting the reform of the civil service through improved and harmonized recruitment, training and career management is a short- and medium-term investment in the functioning of ministries, which should improve absorptive capacities. Enhancing support and training not only for the Haitian National Police but also law enforcement officials, such as coastguards and customs officers, is important in order to fight drug trafficking and organized crime. Along those lines, the concept of an "evolving MINUSTAH", increasingly focused on strengthening institutional capacities, was presented to the Group.

30. One of the most visible consequences of the weaknesses of State institutions is the large number of non-governmental organizations active in Haiti. Many are supported by private donations while others receive funding from bilateral and multilateral donors to execute assistance projects. The Group was informed that non-governmental organizations implement around 70 per cent of development assistance channelled to Haiti. Donors and international organizations explained that they were faced with a dilemma: on the one hand, the pressure to obtain quick development impact and to intervene through flexible and well-functioning non-governmental organizations and, on the other, the need to strengthen the institutional capacities of the Haitian State and enable it to deliver services to its population. As a result, there is a certain competition for resources between the Government and non-governmental organizations. The Government, while recognizing the role played by non-Haitian non-governmental organizations, expressed concern that it had no overview of their number, the nature and scope of their activities and whether those activities were aligned with Haitian sectoral priorities. Similar concerns are shared by the United Nations country team, given their need for coordination with other organizations in the field. Those concerns are also underscored by the fact that some non-governmental organizations have a bigger budget for Haiti than some United Nations entities. The donor community could assist the Government in the coordination of information about non-governmental organizations activities in Haiti.

31. Given the limited redistributive functions of the State, the Haitian diaspora plays an important role in sustaining the livelihoods of many people. Its remittances are mostly used to satisfy immediate needs rather than to invest in development projects. However, they could be used for economic activities if the conditions were met for secured investments. The Haitian diaspora is also rich in talented and

competent people. It is estimated that 80 per cent of Haitians with a higher education live abroad. As a result, some sectors lack trained personnel. For example, the Group was informed of the severe lack of veterinary surgeons, which hinders the efforts of the Ministry of Agriculture and of international organizations working in the field of animal health. In that context, the Group was concerned by a decision taken by the Parliament at the time of the Group's visit, to refuse a programme of loans by the Inter-American Development Bank aimed at funding the recruitment of experts from the Haitian diaspora in the Ministries, as a way to strengthen their capacities. It is hoped that an improved dialogue between the Haitian institutions and their development partners will allow for constructive decisions and the smooth implementation of support programmes.

32. Continuing to invest in the capacity-building of Haitian institutions is essential and that is true of the three branches (executive, legislative and judicial) and of the various levels of Government (central, deconcentrated and decentralized). The self-regulatory capacity of Haitian society, strong as it may be, cannot ensure the leap that Haiti needs to make in order to trigger investments and engage seriously in poverty reduction and sustainable development. A risk that the weakness of State institutions entails is a recurrence of the "donor fatigue" that Haiti has experienced in the past. Taking into account progress made in some fields, development partners should continue to be mobilized and build on those gains to expand support to other fields. To that end, the tools for such a process, namely, development planning and coordination mechanisms, need to be improved.

IV. Development planning mechanisms and aid coordination

33. Haiti is at a critical juncture in its relationships with development partners. The Interim Cooperation Framework, established to ensure coherence and efficiency in the assistance provided to the Transitional Government, has been extended until September 2007. New initiatives have to be taken to support the democratically elected authorities in a coordinated way in order to maximize the effectiveness of aid provided to the country.

A. Transition from the Interim Cooperation Framework to the National Growth and Poverty Reduction Strategy process

34. The Interim Cooperation Framework has been a short-term tool that ensured some coordination among donor countries and institutions at a time when development support increased very rapidly. However, as the Minister for Planning told the Group, the Government of Haiti has been "cramped" (*à l'étroit*) in the process partly because of a lack of vision for the development of the country during the transitional period. While some of the sectoral units put in place in the ministries to ensure coherent support in specific fields led to satisfactory results, the current Government has not continued to play a central role in coordinating international support within the Interim Cooperation Framework. As a result, there is a general picture of who does what and of the overall financial envelopes spent, but no clear record of activities or projects supported by development partners, much less a tracking system of disbursements. The most recent information on disbursements of

the Interim Cooperation Framework projects, by donor and by field, dated 30 September 2006, is attached as annex II.

35. In September 2006, the Government completed preparation of the interim Poverty Reduction Strategy Paper. This strategy envisages activities that can be financed and implemented in the short term in order to coordinate with the Interim Cooperation Framework introduced by President Préval at the beginning of his mandate, without encroaching on the final Poverty Reduction Strategy Paper exercise. It identifies priorities for intervention in order to promote pro-poor growth (in the economic, governance and social services sectors) and includes a strategy and a time schedule for preparing the Poverty Reduction Strategy Paper. The Group notes that this work has made it easier for Haiti to obtain partial debt relief measures from the international financial institutions and recognition that the decision point under the HIPC Initiative had been reached.

36. In March 2007, as the next stage in this process, the Haitian authorities established a committee responsible for preparing the National Growth and Poverty Reduction Strategy, which will constitute Haiti's Poverty Reduction Strategy Paper. The Group met in Port-au-Prince with the director of the technical secretariat of this committee, which is composed of representatives of six ministries (Planning, the Economy, Social Affairs, Youth and Sports, and the Status of Women) and five representatives of civil society (including the Chamber of Commerce, the trade unions and the universities). The Committee will endeavour to interact with the departmental and communal authorities in the context of the survey on poverty that it will conduct, and tables showing cooperation between all competent agencies will be prepared; this is an important step that will ensure the participatory nature of the process. The Group also learned that strategic areas for action will be identified according to the country's specific problems, such as border security, maritime policy (hitherto virtually unknown in Haiti) and vulnerability to natural disasters.

37. While this approach appears complete and ambitious, the time schedule for preparation of the Poverty Reduction Strategy Paper is particularly tight; the process is scheduled to end in July 2007. Even if the deadline is pushed back to September 2007, when the Interim Cooperation Framework will end, the Committee will have very little time in which to complete this task, which is demanding in its substance — owing to the breadth of the thematic material to be covered — and its method — which is necessarily open and participatory. National political consensus as the culmination of a consultative process is, in fact, essential in order to ensure that the Poverty Reduction Strategy Paper is functional and feasible. It is therefore unlikely that the National Growth and Poverty Reduction Strategy will influence the 2007-2008 Public Investment Plan, and a gap is foreseen between the end of the Interim Cooperation Framework and the finalization of the Poverty Reduction Strategy Paper. The Group is of the view that the foreseeable gap should not generate a decrease in the support provided to the Government, which largely relies on international support for both its operations (70 per cent) and capital investment (100 per cent).

B. Coherence and coordination of international support

38. International development assistance is crucial for the functioning of the Haitian State and for bringing the dividends of peace that will help the country gain

stability. Over the last months, major donors have announced important contributions to Haiti: the United States announced that a US$ 200 million envelope was available for the 2007 fiscal year, the European Union granted a €233 million for the period 2007-2012 and Canada announced Can$ 520 million during the term of the recently elected Haitian Government. The Government will also obtain increased support from international financial institutions when the National Strategy for Growth and Poverty Reduction is finalized. In that context, ensuring the effectiveness of assistance is particularly important.

39. The capacity of a country to "own" its development strategies very much depends on the existence of a clear vision of its longer-term development. In its first report to the Council (E/2005/66), the Group stated that the lack of such a vision in Haiti raised fundamental questions about the identity and self-projection of the society, that only the Haitians themselves could answer in an appropriate and relevant way. The Group is encouraged to note that such an approach is now being discussed in Haiti. President Préval has repeatedly insisted on the need for a 25-year vision, while the strategic planning unit set up within the Ministry of Planning and External Cooperation is expected to formalize long-term orientations. That being said, it is important to maintain coherence between the various layers of planning (short-, medium- and long-term) with connections among them so that the work carried out at one level feeds and/or inspires the tasks performed at another level.

40. The United Nations system is, all agencies taken together, an important actor and donor in Haiti (for an indication of the funds disbursed by the United Nations system in Haiti, see annex II). The United Nations funds and programmes have important responsibilities in the country. The World Food Programme provides food assistance to 10 per cent of the population, including through a school feeding programme benefiting 300,000 children, with a total budget of the US$ 75.9 million. UNDP manages a US$ 37.4 million budget of support to crucial areas of governance, institution-building and poverty reduction. While the United Nations Children's Fund is very active in the field of health/nutrition, education and protection of children, with a pre-eminent role in the field of vaccination, the United Nations Population Fund (UNFPA) focuses a large part of its activities on improving the status of women and ensuring their participation in the development process. Several specialized agencies have also established an office in the country (Food and Agriculture Organization of the United Nations (FAO), World Health Organization/Pan-American Health Organization, United Nations Educational, Scientific and Cultural Organization). FAO has a particularly strong presence in agriculture and the preservation of ecosystems, with a US$ 26.9 million budget.

41. To maximize the effectiveness of their activities, as an integrated mission, United Nations agencies and MINUSTAH have to work in close collaboration and the Resident Coordinator, who is also the Deputy Special Representative of the Secretary-General, performs valuable functions in that regard. While the institutional framework for such cooperation seems satisfactory, managing organizations with distinct budget, administrative practices and "cultures" remains a difficult task. The work jointly carried out by MINUSTAH and UNDP in the "red zone districts" of Port-au-Prince, and by MINUSTAH and UNFPA on the promotion of gender equality and women's rights, deserve praise. The Group also considers that Haiti is a country where the concept of "One United Nations" should be put in place once the integrated mission comes to an end.

42. The Group noticed a multiplication of parallel initiatives and a lack of a clear understanding of the division of labour and areas of interventions among donors. Several high-level interlocutors stressed that neither the Haitian State nor donors themselves had found a way to ensure well-functioning coordination. The Group is of the view that consideration should be given to the best use that can be made of the Paris Declaration on Aid Effectiveness in the Haitian context. The Paris Declaration is based on the observation that aid is more effective when recipient countries have strong leadership over their development policies. It further advocates strong ownership by those countries. That call is no doubt difficult to realize in the short and medium term in Haiti given the weaknesses of State institutions, as described earlier in the present report, although the Government is increasingly assertive about the leadership role it wants to play in identifying priority actions and engaging the international community accordingly.

43. Specific activities could be carried out to implement the indicators of progress contained in the Declaration, in the context of the targets set for 2010. For example, the Group encourages the Haitian Government and donors to jointly assess mutual progress in implementing commitments on aid effectiveness by making best use of local mechanisms. The United Nations Resident Coordinator in Haiti could assist in such an exercise. Recent initiatives to restructure coordination within the United Nations country team itself should provide the team with an improved analytical and implementation capacity through closer coordination and a broader view of development and humanitarian issues. That is recognition of the fact that "business as usual" can no longer be a rule in Haiti for the United Nations or for the larger international community.

44. In view of the above, it is all the more important that international support in the field of institutional capacity-building be at the same time increased and better coordinated. Hence, there has been a number of recent initiatives to strengthen coordination within the donor community and to ensure multiplication of joint analyses and concerted and coherent follow-up with the Government. Secondly, dialogue and coordination between the international community and the Government is also being reinforced through the setting-up of regular consultations between representatives of the international community and the President, the Prime Minister and the Minister for Planning and External Cooperation. Needless to say, the Group has high expectations for the results of those recent initiatives.

V. Recommendations

45. The Group is encouraged by the evolution of the situation, including in the security sector, in Haiti and calls on all national stakeholders to continue reforms for the long-term development of the country.

46. The Group also calls on international stakeholders to stay the course and to consider increasing their support for Haiti. It welcomes the diversification of partners, including through South-South Cooperation.

47. It is imperative that Haiti remain on the international agenda and that appropriate support be given to the country, in particular by means of a strong United Nations presence on the ground through MINUSTAH. The Group firmly supports further renewals of its mandate for longer periods of time in order to ensure and consolidate stability and security in Haiti.

48. The Group looks forward to working with the Government of Haiti, following closely on its recommendations and providing advice on the development that the country acutely needs to consolidate its stability. In particular, the Group wishes to make the following recommendations addressed to the Haitian authorities, the United Nations system and donors, aimed at improving the economic and social situation in Haiti and the impact of development support.

A. Development planning and aid coordination

Recommendation 1

49. Now that there is a duly elected government, the Group commends the Government of Haiti for its work on the Poverty Reduction Strategy Paper. The Group stresses the importance of drafting a Haitian Poverty Reduction Strategy Paper with clear immediate, short-, medium- and long-term priorities, sequencing activities and results indicators, which should be disaggregated by sex.

Recommendation 2

50. The Group considers that it is essential for the Poverty Reduction Strategy Paper to stem from a participatory process with public consultations with a broad range of national actors including women's associations, entrepreneurs, academics, trade unions, small farmers and other civil society voices, particularly from the regions outside Port-au-Prince. For the Poverty Reduction Strategy Paper to be viable, it must reflect a political and popular consensus within Haiti in order to mobilize all actors of society as well as international stakeholders for its implementation. Moreover, a broad consultative process would contribute to strengthening the leadership of the Government of Haiti and the ownership of the Haitian society.

Recommendation 3

51. The Group observes that successes reached in "red zone districts" have been possible because of a significant change in programme delivery from UNDP and other donors. That flexibility is commended by the Group and sets an example for other donors, United Nations agencies, funds and programmes as to how to reassess their programme delivery in order to make a realistic contribution to the development of Haiti. The Group considers that the worsening of the situation in Haiti for the last decades forces all relevant international stakeholders to reassess deeply their ways of conducting business in Haiti if any progress is to be made.

Recommendation 4

52. The Paris Declaration on Aid Effectiveness created a model for aid effectiveness and partnership that encourages partners such as the Government of Haiti and donors to constitute mechanisms for mutual accountability and compliance in meeting commitments. Under the Interim Cooperation Framework, the sectoral tables served an accountability mechanism. The Group considers that it is urgent to put in place an effective coordination mechanism between donors and the Haitian Government, including a standing consultation mechanism with the non-governmental organizations active in Haiti.

Recommendation 5

53. The Group recognizes that such coordination will be easier once the Poverty Reduction Strategy Paper is completed, because there will be a clearer indication of Haitian priorities. In the meantime, the donors and the Haitian Government must build on the past work of the Interim Cooperation Framework, the main nine priorities as set out by the Haitian Government at the International Conference on the Economic and Social Development of Haiti, held at Port-au-Prince in July 2006, and the strengthening of coordination and management of external support presented by the Government at the follow-up conference, in Madrid in November 2006.

Recommendation 6

54. In addition, the Group notes the urgent need to include a mechanism to track the disbursement of pledged funds. There is also a need to agree on a "common vocabulary" applicable to United Nations agencies, donors and the Bretton Woods institutions and the Haitian Government in order to facilitate international cooperation.

Recommendation 7

55. While capacity development is the responsibility of the Government of Haiti and will need to be integrated into its national development strategies and longer-term vision, the Group encourages donors to align their support with Haiti's objectives and strategies and to harmonize their support for capacity development. The Group also invites donors to consider a gradual transfer of currently allocated funds from non-governmental organizations to the principal Haitian ministries as their capacities increase.

B. Institutional capacity-building

Recommendation 8

56. The Group commends the members of the Government of Haiti for its dedication to the stabilization, democratization and development of the country. The Group stresses the need to further develop parliamentary institutions in Haiti, in order to build the necessary consensus around, inter alia, the various institutional reforms, the National Strategy against Poverty and all its related measures.

Recommendation 9

57. The Group stresses the need to reform the justice sector and other rule-of-law institutions as soon as possible in order to have an environment conducive to the normalization of private investment flows, among other positive effects. Such reform is essential to build the confidence necessary to generate economic growth, social inclusion and equity. The Group urges the Haitian authorities and parliamentarians to adopt the relevant legislation in order to make progress on that issue. It also urges them to ensure that the law is in conformity with the Haitian Constitution of 1987 and with international instruments, including the Convention on the Elimination of All Forms of Discrimination against Women.

Recommendation 10

58. The Group stresses also that the formalization of the Haitian economy implies a serious effort to tackle corruption as an impediment to the strengthening of State institutions and as a necessary condition for the improvement of the delivery of basic services to the population.

Recommendation 11

59. The Group calls on the United Nations and donors to strengthen their support and ensure protection to those civil servants whose tasks are essential to ensure the sustainability of State institutions and activities such as revenue collection in the tax and customs administration.

C. Haitian and international levers for economic and social development

Recommendation 12

60. The Group has witnessed the strength of the informal economy in Haiti. Sustainable economic growth will happen only with a "formalization" of the economy. The Group stresses that the civil registration of Haitians is one of the necessary conditions for significant progress in such a formalization process. That will help Haitians to be prepared for an economy built on, among other things, stable employment, social services and consolidated savings.

Recommendation 13

61. The Group urges the Haitian authorities to integrate the gender dimension in all social and economic development policies in Haiti. The Group commends the Ministry of the Status of Women and Women's Rights for its work and dedication and stresses the need for other ministries to take gender dimensions into account.

Recommendation 14

62. The Group recommends that given its longer-term activities, the United Nations country team dedicate one position to link with the MINUSTAH gender adviser. Whether it is on land ownership issues, health programmes or microcredit, gender considerations significantly help to deliver better assistance to Haitians.

Recommendation 15

63. The Group underlines the potential contribution of the Haitian diaspora to the development of Haiti and the need to examine ways to attract qualified Haitians living outside the country. However, the Group wonders if such suggestions would differ much from what is needed to attract private investors in Haiti, no matter their origin.

Recommendation 16

64. The Group wishes to highlight the success already achieved in Cité Soleil and hopes to see an extension to the entire Haitian territory, as an example of the synergies between the pacification through the restoration of State authority and the

simultaneous implementation of social development projects which consolidate local bodies.

Recommendation 17

65. The Group encourages the Government of Haiti to continue its work in developing business strategies for the tourism, agriculture and assembly industries, the potential engines for growth. At the same time, the Group considers that such strategies as well as other employment-generation initiatives should take into account decent work standards. In that regard, the Group suggests requesting the advice of the International Labour Organization on the situation in Haiti.

Annex I

Programme of the mission of the Economic and Social Council Ad Hoc Advisory Group to Haiti

18-21 April 2007

Wednesday 18 April 2007

12.45 p.m.	Arrival at Toussaint Louverture Airport
1 p.m.	Welcoming meeting with Jean Renald Clérismé, Minister for Foreign Affairs and Jean Max Bellerive, Minister for Planning and External Cooperation — Discussion of the programme (Toussaint Louverture Airport)
	Transfer to Hotel Montana
2.30 p.m.	Presentation of the programme and light lunch (Hotel Montana)
4 p.m.	Meeting with Jean Max Bellerive, Minister for Planning and External Cooperation; the Director General of the Ministry of Foreign Affairs; N. Toussaint, Director of Economic Affairs, Ministry of Foreign Affairs; Paul Émile Simon, Rémi Montas and Gabriel Vérette, members of the Strategic Planning Unit; Hérard Jadotte, Director of the Commission on the elaboration of the National Strategy for Growth and Poverty Reduction; and Randolph Gilbert, Coordinator and Focal Point for Haiti, United Nations Economic Commission for Latin America and the Caribbean. (Ministry of Foreign Affairs)
6.30 p.m.	Meeting with Special Representative of the Secretary-General Mulet, Deputy Special Representative of the Secretary-General da Costa and Deputy Special Representative of the Secretary-General Boutroue. (MINUSTAH Headquarters)
8 p.m.	Dinner with the mission on the implementation of the Convention on the Elimination of All Forms of Discrimination against Women, including Françoise Gaspard, Vice-Chair of the Committee on the Elimination of Discrimination against Women, Regina Tavares da Silva, member of the Committee, and Arlette Gautier, Professor of Sociology. (Hotel Montana)

Thursday 19 April 2007

7.45 a.m.	Visit to Cité Soleil [Meetings with Wilson Louis, mayor of Cité Soleil, and municipal counsellors; Ralph Stanley Jean Brice, Departmental Director, Haitian National Police; Colonel

	Magno Barosso, Commander of the Brazilian battalion, as well as MINUSTAH police and civilian staff]
11.30 a.m.	Meeting with René Garcia Préval, President of the Republic, and Jacques Edouard Alexis, Prime Minister, Daniel Magloire, Minister for Justice, Daniel Dorsainvil, Minister for Economy and Finance, Jean-Max Bellerive, Minister for Planning and External Cooperation, Gérald Germain, Minister for Social Affairs, Patrick Delatour, Minister for Tourism, Maguy Durce, Minister for Commerce and Industry, Daniel Jean, Secretary of State for Justice, Joseph Luc Eucher, Secretary of State for Public Security and Gabriel Verett, Economic Adviser to the President. (National Palace)
1.30 p.m.	Meeting with Daniel Magloire, Minister for Justice, Jean-Max Bellerive, Minister for Planning and External Cooperation, and Patrick Delatour, Minister forTourism. (National Palace)
4 p.m.	Meeting with the United Nations country team [chaired by the Deputy Special Representative of the Secretary-General/United Nations Resident Coordinator; agencies represented: UNDP, UNICEF, UNFPA, WFP, FAO, WHO/PHO, UNESCO, CEPAL] (UNDP conference room)
7 p.m.	Reception offered by MINUSTAH (Residence of the Special Representative of the Secretary-General)

Friday 20 April 2007

8 a.m.	Visit to Ouanaminthe [visit to the "bi-national" market with the Dominican Republic and the international bridge between the two countries; visit to the Free Trade Zone where two textile factories produce clothing for international companies and employ close to 1,900 Haitian workers; meeting with the Mayor of Ounanaminthe]
4 p.m.	Meeting with bilateral and multilateral donors: Francesco Gosetti, European Commission; Edgard Rosemond, Economist, USAID; Rosa Beltrán, General Coordinator, Spanish Agency for International Cooperation; Ronald Cardoso, Counsellor, Embassy of Brazil; Zadalinda Gonzalez, Ambassador of Mexico; Enrique Gómez, *Chef de Chancellerie*, Embassy of Mexico; Claudio di Gregorio, Minister, Chargé d'affaires, Embassy of Argentina; Ugo Fabano, Resident Representative, International Monetary Fund; Mathurin Gbembouo, Resident Representative, World Bank; Anna Cecilia McInnis, Resident Representative, Inter-American Development Bank; Joël Boutroue, Deputy Special Representative of the Secretary-General and United Nations

	Resident Coordinator. (MINUSTAH Headquarters)
6.30 p.m.	Reception offered by the Canadian Embassy in Haiti

Saturday 21 April 2007

8.30 a.m.	Working breakfast on political developments and governance with MINUSTAH and UNDP staff (Hotel Montana)
10 a.m.	Meeting/debriefing with Jean-Max Bellerive, Minister for Planning and External Cooperation (Hotel Montana)
11.30 a.m.	Press conference (Toussaint Louverture Airport)
1.30 p.m.	Departure for New York

Annex II

Status of disbursements as at 30 September 2006

Ministry of Planning and External Cooperation

Support for implementation of the Interim Cooperation Framework

Report on Interim Cooperation Framework disbursements by area and by donor as at 30 September 2006

Area (US$ million)	*Canada*	*European Union*	*France*[a]	*Germany*	*Inter-American Development Bank*	*Japan*	*Spain*	*United Nations agencies*	*United States of America*	*World Bank*	*Grand total*
Area 1											
1.1 Security, police and disarmament, demobilization and reintegration	29 365 619		363 327					4 147 334	52 011 525		85 887 805
1.2 Justice, prisons and human rights	18 834 110	1 040 638	933 577					3 102 790	17 750 000		41 661 114
1.3 Electoral process and national dialogue	32 098 261	40 163 283				1 065 725	518 551	20 970 735	24 400 000		119 216 554
Area 1 total	**80 297 990**	**41 203 921**	**1 296 904**			**1 065 725**	**518 551**	**28 220 859**	**94 161 525**		**246 765 474**
Area 2											
2.1 Economic governance			219 553		50 096 000	0	3 101 082	1 416 398	440 000	62 600 000	117 873 033
2.2 Institutional capacity-building	103 908 418	1 788 465	103 721		0	243 286		2 657 930	22 136 330		130 838 150
2.3 Land-use planning			841 909		22 775 000			3 250 581	2 000 000		28 867 490
2.4 Local development	15 571 623	701 693	352 774	0		87 187			2 000 000		18 713 277
2.5 Decentralization							15 600		2 000 000		2 015 600
Area 2 total	**119 480 042**	**2 490 158**	**1 517 957**	**0**	**72 871 000**	**330 473**	**3 116 682**	**7 324 909**	**28 576 330**	**62 600 000**	**298 307 551**

Area (US$ million)	*Canada*	*European Union*	*France*[a]	*Germany*	*Inter-American Development Bank*	*Japan*	*Spain*	*United Nations agencies*	*United States of America*	*World Bank*	*Grand total*
Area 3											
3.1 Macroeconomic stability									0		0
3.2 Electricity	2 948 482	62 163	2 853 326					0	23 982 000	0	29 845 970
3.3 Quick job creation and microfinance	12 312 176		1 148 187	3 039 000			2 100 000	611 750	74 935 117	1 000 000	95 146 230
3.4 Private sector development/ SME/SMI		345 281	161 075					0	4 200 000		4 706 356
3.5 Agriculture	95 652	33 964 014	3 169 771		14 910 000	436 364	1 238 317	900 000	14 002 521		68 716 640
3.6 Roads and transport		23 182 747			23 380 000			311 208	450 000		47 323 955
3.7 Protection and rehabilitation of the environment	1 252 174		76 299	518 400	451 000		640 500	1 587 021	2 580 000	2 889 000	9 994 394
3.8 Multisectoral										6 025 000	6 025 000
Area 3 total	**16 608 483**	**57 554 205**	**7 408 658**	**3 557 400**	**38 741 000**	**436 364**	**3 978 817**	**3 409 979**	**120 149 638**	**9 914 000**	**261 758 544**
Area 4											
4.1 Emergency humanitarian assistance	7 697 636	12 846 618				611 231	2 882 200	20 350 000			44 387 685
4.10 Multisectoral	7 812 765	0	242 219		8 177 000					855 000	17 086 984
4.2 Water and sanitation		4 214 103	7 341 814		8 278 000		945 000	798 041	500 000		22 076 958
4.3 Health and nutrition	29 091 683	337 191	3 234 571		4 405 000	4 296 571	301 273	30 763 886	129 630 000	2 100 000	204 160 175
4.4 Education, youth and sports	17 802 453	18 586 083	3 529 932		8 435 000	751 015	671 644	22 763 840	9 075 100	1 407 540	83 022 608
4.5 Culture, media and communication			1 211 094					963 123	0	150 000	2 234 217
4.6 Food security						5 454 544	0	6 058 588	63 154 280		74 667 412
4.7 Solid waste management			97 952					0	4 800 000	180 000	5 077 952
4.8 Slum improvement					5 596 000			100 000			5 696 000

Area (US$ million)	*Canada*	*European Union*	*France*[a]	*Germany*	*Inter-American Development Bank*	*Japan*	*Spain*	*United Nations agencies*	*United States of America*	*World Bank*	*Grand total*
4.9 Safety nets and social protection								3 768 596			3 768 596
Area 4 total	**62 404 537**	**35 983 995**	**15 657 582**		**34 891 000**	**11 113 361**	**4 800 117**	**85 566 074**	**207 159 380**	**4 692 540**	**462 268 586**
Area 5											
5.0 Other programmes								885 000			885 000
5.1 Payment of arrears	11 947 070										11 947 070
5.2 Multisectoral	24 341 030										24 341 030
5.3 Basic economic infrastructure								0			0
Technical assistance		0						1 360 000	7 000 000		8 360 000
Foreign aid		9 600 000									9 600 000
Area 5 total	**36 288 100**	**9 600 000**						**2 245 000**	**7 000 000**		**55 133 100**
Grand total	**315 079 152**	**146 832 278**	**25 881 101**	**3 557 400**	**146 503 000**	**12 945 923**	**12 414 167**	**126 766 821**	**457 046 873**	**77 206 540**	**1 324 233 254**

[a] France and the United Nations agencies had not yet submitted their data as at the date of preparation of this report. Their disbursements as at 30 June 2006 have been carried over.

Areas
1. Ensure better political governance and promote national dialogue
2. Economic governance and institutional development
3. Encourage economic recovery
4. Improve access to basic services
5. Other

All amounts provided by donors.

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Item 14 (a) of the provisional agenda*
Social and human rights questions: advancement of women

Report of the Executive Board of the International Research and Training Institute for the Advancement of Women on its fourth session

Summary

The Executive Board of the International Research and Training Institute for the Advancement of Women (INSTRAW) held its fourth session on 2 and 30 May 2007. The Executive Board considered: (a) the implementation of the programme of work during the period November 2006-April 2007; (b) the proposed strategic framework for the period 2008-2011; (c) the proposed workplan and operational budget for 2008; (d) the financial situation of the Institute; (e) the optimal staffing structure for the Institute; and (f) the proposed networking strategy.

In addition, the Executive Board considered it important to assess the progress of and challenges facing the Institute since its revitalization in 2004. In that regard, the INSTRAW secretariat had prepared a comprehensive report and future projections, which became the basis of the Board's general recommendations.

Also at its fourth session, the Executive Board:

- Decided to consider at its fifth session the proposed operational budget for 2008, which should reflect a 5 per cent reduction and be subject to the attainment of sufficient financial resources. The Board requested the Director of the Institute to carry out intensive resource mobilization efforts in order to cover the proposed operational budget and programme of work for 2008, including, as an immediate measure, to discuss programme support costs with the Office of Programme Planning, Budget and Accounts, and decided to re-examine this question at its fifth session;

* E/2007/100.

07-38498 (E) 120707

- Requested the Director of the Institute to formulate, as a matter of urgency, a resource mobilization strategy with the support of the United Nations Fund for International Partnerships and to inform the Board accordingly;
- Entrusted the President of the Executive Board to ask the Secretary-General for his support of resource mobilization efforts for INSTRAW;
- Decided that the President of the Executive Board, supported by the Executive Board, would adopt an active leadership role in support of the resource mobilization efforts for the Institute.

Recommendations

The Executive Board of INSTRAW made the following recommendations:

(a) To reaffirm the Institute's specific mandate to conduct research and training for gender equality and the empowerment of women, as a central focal point for research and training on gender issues within the United Nations system;

(b) To strengthen INSTRAW training and research activities within the context of the three pillars of the United Nations (development, peace and security, and human rights) in order to contribute to the achievement of the Millennium Development Goals and comply with other United Nations mandates, including the Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Declaration and the Beijing Platform for Action, and all relevant General Assembly resolutions, as well as Security Council resolution 1325;

(c) That INSTRAW continue to focus on results in the three interlinked strategic areas (action-oriented research, capacity-building and knowledge management) in order to have a concrete impact on policies and programmes and respond to both existing challenges and emerging issues;

(d) That INSTRAW renew efforts to raise the visibility and credibility of the Institute so that current and potential donors devote greater interest to the core budget, as well as make commitments to multi-year funding;

(e) That INSTRAW establish strategic partnerships with organizations of the United Nations system, national machinery, civil society and academia in order to promote the Institute's activities in all regions of the world and implement its Strategic Framework for the period 2008-2011;

(f) That the Director of the Institute develop a medium- and long-term resource mobilization strategy, in collaboration with Member States and relevant United Nations entities and stakeholders including the United Nations Fund for International Partnerships, the United Nation Foundation and recommended experts;

(g) That the Institute intensify its training activities on the basis of lessons learned, and replicate best practices;

(h) That INSTRAW promote gender equality and women's full and equal participation in the realms of peacekeeping, peace processes, post-conflict reconstruction and the reform of security institutions through training and development of specific tools, with a view to strengthening information dissemination, awareness-raising, monitoring and evaluation capacities;

(i) That INSTRAW continue working closely with the Security Council, the Peacebuilding Commission and other United Nations entities, including the Inter-agency Task Force on Women, Peace and Security, as well as with other relevant stakeholders on gender and security reform and for the full implementation of Security Council resolution 1325 on women, peace and security, through research and training activities for the advancement of women, and strengthen, in particular, the gender dimension of the protection of women and girls in armed conflict and post-conflict situations and in peacebuilding;

(j) That INSTRAW encourage the establishment of institutional arrangements at the national level, such as intersectoral task forces to apply the Institute's tools and guides through the establishment of national action plans on women, peace and security;

(k) That INSTRAW encourage capacity-building activities for migrant women within the framework of co-development, including capacity-building for women in the use of remittances and in implementing the recommendations arising from the results of research undertaken by the Institute and its partners;

(l) That INSTRAW continue to develop materials and tools to promote women's political participation;

(m) That INSTRAW initiate new activities in the fields of poverty alleviation, capacity-building in microenterprises, information and communications technologies, health, education, peacebuilding, environment and other areas of concern to Member States;

(n) That INSTRAW continue to implement innovative methods of work in order to take advantage of its unique mandate as the entity of the United Nations system devoted solely to research and training for the advancement of women.

Decisions

To enhance the workplan and networking effort of the Institute, the Executive Board approved two decisions. The first decision was aimed at enhancing the Institute's Strategic Framework for the period 2008-2011, and the second decision was on the proposed networking strategy, which aimed at strengthening the Institute's partnership with national focal points.

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I. Organization of the session

1. The fourth session of the Executive Board of the International Research and Training Institute for the Advancement of Women (INSTRAW) was attended by the following members of the Executive Board: Belarus, Egypt, Grenada, Honduras, Israel, the Philippines, Slovakia, Spain, the Syrian Arab Republic and Zimbabwe. The list of participants is included as annex II to the present report.

Election of officers

2. In accordance with article IV, rule 13 of the rules of procedure of the Executive Board, the Board elected by acclamation the officers of the Bureau, who shall hold office for a period of two years, as follows:

President:	Iván Romero-Martínez (Honduras)
Vice-President:	Mouna Ghanem (Syrian Arab Republic)
Vice-President/Rapporteur:	Yvette L. Banzon-Abalos (Philippines)

II. Recommendations of the Executive Board calling for action by the Economic and Social Council

3. The Executive Board, after examining the comprehensive report and future projections for the International Research and Training Institute for the Advancement of Women (see annex I), made the following recommendations:

(a) To reaffirm its specific mandate to conduct research and training for gender equality and the empowerment of women, as a central focal point for research and training on gender issues within the United Nations system;

(b) To strengthen INSTRAW training and research activities within the context of the three pillars of the United Nations (development, peace and security, and human rights) in order to contribute to the achievement of the Millennium Development Goals and comply with other United Nations mandates, including the Convention on the Elimination of Discrimination against Women,[1] the Beijing Declaration[2] and the Beijing Platform for Action,[3] and all relevant General Assembly resolutions, as well as Security Council resolution 1325;

(c) To continue a focus on results in the three interlinked strategic areas (action-oriented research, capacity-building and knowledge management) in order to have a concrete impact on policies and programmes and respond to both existing challenges and emerging issues;

(d) To renew efforts to raise the visibility and credibility of the Institute so that current and potential donors devote greater interest to the core budget, as well as make commitments to multi-year funding;

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[1] General Assembly resolution 34/180.

[2] *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annex I.

[3] Ibid., annex II.

(e) To establish strategic partnerships with organizations of the United Nations system, national machinery, civil society and academia in order to promote INSTRAW's activities in all regions of the world and implement the Institute's Strategic Framework for the period 2008-2011;

(f) To request the Director of the Institute to develop a medium- and long-term resource mobilization strategy, in collaboration with Member States and relevant United Nations entities and stakeholders, including the United Nations Fund for International Partnerships, the United Nation Foundation and recommended experts;

(g) To request the Director of the Institute to intensify the Institute's training activities on the basis of lessons learned, and to replicate best practices;

(h) To promote gender equality and women's full and equal participation in the realms of peacekeeping, peace processes, post-conflict reconstruction and the reform of security institutions through training and development of specific tools, with a view to strengthening information dissemination, awareness-raising, monitoring and evaluation capacities;

(i) To continue working closely with the Security Council, the Peacebuilding Commission and other United Nations entities, including the Inter-agency Task Force on Women, Peace and Security as well as with other relevant stakeholders on gender and security reform and for the full implementation of Security Council resolution 1325 on women, peace and security, through research and training activities for the advancement of women, and strengthen, in particular, the gender dimension of the protection of women and girls in situations of armed conflict and post-conflict and peacebuilding;

(j) To encourage the establishment of institutional arrangements at the national level, such as intersectoral task forces to apply the Institute's tools and guides through the establishment of national action plans on women, peace and security;

(k) To encourage capacity-building activities for migrant women within the framework of co-development, including capacity-building for women in the use of remittances and in implementing the recommendations arising from the results of research undertaken by the Institute and its partners;

(l) To continue to develop materials and tools to promote women's political participation;

(m) To request that the Institute initiate new activities in the fields of poverty alleviation, capacity-building activities in microenterprises, information and communication technologies, health, education, peacebuilding, environment and other areas of concern to Member States;

(n) To continue to implement innovative methods of work in order to take advantage of its unique mandate as the entity of the United Nations system devoted solely to research and training for the advancement of women.

III. Decisions

4. At its fourth session, on 2 May 2007, the Executive Board adopted the text of the following decisions:

Decision I

Strategic Framework for the period 2008-2011

The Executive Board of the International Research and Training Institute for the Advancement of Women,

Recalling all relevant General Assembly resolutions on the situation of the International Research and Training Institute for the Advancement of Women, in particular Assembly resolution 60/229 of 23 December 2005,

Reaffirming the mandate of the Institute to promote research and training on women's situation and development,

Taking into account the contributions of the Institute to the implementation of the Beijing Declaration,[2] the Beijing Platform for Action[3] and the outcome document of the twenty-third special session of the General Assembly,[4]

Taking also into account numerous resolutions of the General Assembly and the Economic and Social Council on women and gender issues reaffirming the critical role of United Nations bodies that focus on the implementation of commitments to gender equality and women's empowerment; calling for increased attention to issues such as women's political participation, violence against women and the girl-child, migration and trafficking of women and girls, women's participation in conflict prevention and resolution and in peacebuilding; and women's sexual and reproductive health; and stressing the need for increased collection and circulation of information on gender mainstreaming,

Recalling the request contained in the Beijing Platform for Action for the Institute to identify those types of research and research methodologies to be given priority, in order to strengthen national capacities to carry out women's studies and gender research, including on the status of the girl child, and to identify those types of education and training programmes that can be effectively supported and promoted by the Institute,

Recalling also the request contained in the Beijing Platform for Action to ensure that the relevant reports, data and publications of the Institute on progress at the national and international levels are transmitted to the Commission on the Status of Women in a regular and coordinated fashion,

Bearing in mind that the Executive Board shall report periodically to the Economic and Social Council and, where appropriate, to the General Assembly,

Reaffirming the importance of adopting and implementing a strategic framework that guides the actions and overall activities of the Institute in the context of the mandate provided by the Beijing Declaration and Beijing Platform for

[4] General Assembly resolution S-23/3, annex.

Action, as well as by the Economic and Social Council and the General Assembly of the United Nations,

Noting with appreciation the Institute's report on the Strategic Framework for the period 2008-2011,[5]

1. Decides:

(a) To request the Director of the International Research and Training Institute for the Advancement of Women to submit by 5 June 2007 for the consideration of the Executive Board a comprehensive report on the progress and challenges of the Institute in fully implementing its mandate, in order to identify further strategies to strengthen the role and contributions of the Institute to gender equality and the advancement of women, with a view to making appropriate recommendations to the Economic and Social Council for consideration during its 2007 substantive session;

(b) To promote capacity-building, training and research in all fields related to the Strategic Framework for the period 2008-2011;

(c) To request the Director of the Institute to implement projects in the fields of poverty alleviation, capacity-building in microenterprises, information and communications technologies, health, education and other areas of concern, in partnerships with United Nations organizations, funds and programmes;

(d) To request that INSTRAW engage in further work on gender and security sector reform, the implementation of Security Council resolution 1325 on Women, peace and security, and the protection of women and girls in armed conflict and post-conflict situations and in peacebuilding;

(e) To invite all relevant United Nations bodies to intensify their cooperation with the Institute and to task the Institute with concrete research and training projects while conducting their mandates;

(f) To request that areas for further development include: (i) women's civil, economic and social rights, (ii) marginalized groups of women, and (iii) trafficking in women and girls;

(g) To request increased cooperation with the Commission on the Status of Women and with other Commissions of the Economic and Social Council, particularly in bringing to their attention gender concerns in emerging issues;

(h) To request that INSTRAW contribute to the promotion of and capacity-building for the implementation of the Convention on the Elimination of All Forms of Discrimination against Women,[1] in cooperation with the Office of the United Nations High Commissioner for Human Rights and other relevant United Nations bodies;

(i) That Executive Board members will promote the Strategic Framework for the period 2008-2011, particularly within their own geographical regions.

2. Decides also to submit to the Economic and Social Council the comprehensive report of the Executive Board on its fourth session.

[5] INSTRAW/EB/2007/R.3/Rev.1.

Decision II

Networking strategy

The Executive Board of the International Research and Training Institute for the Advancement of Women,

Recalling General Assembly resolution 60/229 of 23 December 2005, by which the Assembly emphasized the need to enhance the visibility of the International Research and Training Institute for the Advancement of Women and its efficient coordination with other United Nations bodies and organizations,

Recognizing the roles of United Nations funds, programmes and specialized agencies in the promotion of the empowerment of women, and therefore in the implementation of the Beijing Platform for Action[3] within their respective mandates,

Deeply convinced that it is necessary to increase the capacity of the Institute to better coordinate and collaborate with all mechanisms for the advancement of women and gender equality at all levels, such as women's ministries, relevant parliamentary committees, and women's groups, associations and networks,

Taking into account the recommendations of the Subcommittee of the Executive Board of the International Research and Training Institute for the Advancement of Women on the resource mobilization strategy,[6]

1. Requests the Director of the International Research and Training Institute for the Advancement of Women:

(a) To include a draft plan of action to actively involve national mechanisms and institutions, in the proposed networking strategy,[7] bearing in mind the strategic areas of work of the Institute;

(b) To take all appropriate measures to increase the cooperation and coordination with other United Nations bodies and organizations, especially in New York and in Geneva;

(c) To explore with relevant civil society organizations, including non-governmental organizations and the private sector, arrangements that will allow the Institute to benefit from the presence of these organizations in New York, in order to share information on a daily basis on the current activities of the United Nations agenda.

2. Decides to continue its consideration of these questions at its resumed fourth session.

IV. Deliberations of the Executive Board

5. The President of the Executive Board, Iván Romero-Martínez, Ambassador and Permanent Representative of Honduras to the United Nations, expressed, on behalf of the Executive Board, extensive recognition to Juan Antonio Yáñez Barnuevo, Ambassador and Permanent Representative of Spain to the United

[6] See INSTRAW/EB/2006/R.2.
[7] INSTRAW/EB/2006/R.7.

Nations, for having guided the Executive Board since its first session held on 27 July 2004 and for having consolidated the first phase in the strengthening of the Institute at a particularly critical stage. He pointed out that thanks to the leadership of Ambassador Yáñez Barnuevo, an important Institute for gender equality and the empowerment of women, the International Research and Training Institute for the Advancement of Women, was functioning once again. The President of the Executive Board expressed appreciation on behalf of the Institute and the Executive Board for all the support that the Permanent Mission of Spain had provided to achieve the stabilization of the Institute and requested its continuous support by means of consultations throughout his presidency. He requested that the statement of recognition from the Executive Board be included in the report of the fourth session of the Board. The Executive Board unanimously agreed and joined in the expression of appreciation.

A. Implementation of the programme of work during the period November 2006-April 2007

6. Following the presentation, the Executive Board took note with appreciation of the report by the Director of the Institute (INSTRAW/EB/2007/R.2) and expressed satisfaction with the results. The Board appreciated that the Institute had initiated activities in other regions and considered that more efforts should be made to ensure activities in all regions.

7. It was expressed that INSTRAW should place more emphasis on capacity-building activities, particularly in Africa. Suggestions for additional topics, such as gender training and capacity-building for peacekeeping personnel and in post-conflict situations were made. It was also suggested that INSTRAW seek closer links with academia on issues of capacity-building, in order to contribute to the formation of future generations of policymakers and development practitioners.

8. The Executive Board requested that the Director of the Institute prepare a comprehensive report on the progress made and the challenges faced by the Institute in fully implementing its mandate, in order to identify further strategies to strengthen the role and contributions of the Institute to gender equality and the advancement of women. The Board deemed it appropriate to include information from the comprehensive report in its report to the Economic and Social Council at its 2007 substantive session, and the Director was requested to submit the report by 5 June 2007.

B. Strategic Framework for the period 2008-2011

9. A rich exchange took place around the proposed Strategic Framework for the period 2008-2011 (INSTRAW/EB/2007/R.3) and additional topics in development, peace and security, and human rights were included to widen the type of activities and include emerging issues. The Executive Board also emphasized the role that INSTRAW could play in flagging the gender concerns in emerging issues.

C. Future work of the International Research and Training Institute for the Advancement of Women

1. Proposed workplan and operational budget for 2008

10. The Executive Board took note of the contents of the report by the Director of the Institute on the financial situation of INSTRAW (INSTRAW/EB/2007/R.5), in which the figures had been cleared by the Office of Programme Planning, Budget and Accounts, and considered the workplan and operational budget for 2008 (INSTRAW/EB/2007/R.4). The Board decided to continue the examination of the financial situation of the Institute and to request the Director to work in collaboration with the Office of Programme Planning, Budget and Accounts to discuss the options for accommodating the budget, including the analysis of the recovery cost policy.

11. The Executive Board analysed the workplan and operational budget for 2008 on 2 and 30 May 2007. On 30 May, the Board received updated information on the Institute's financial situation from both the Director of INSTRAW and the representative of the Office of Programme Planning, Budget and Accounts and was informed of the reports of the Secretary-General (A/61/897) and of the Advisory Committee on Administrative and Budgetary Questions (A/61/924).

12. The following table from the report of the Secretary-General shows the financial situation of the Institute as at the date of that report:

Table
Flow of voluntary contributions to the International Research and Training Institute for the Advancement of Women Trust Fund for core and special project activities
(United States dollars)

Year	*Core activities*	*Projects (earmarked)*
1987	697 685	509 774
1988	1 592 040	91 500
1989	1 105 151	330 800
1990	48 492	941 773
1991	1 845 489	265 073
1992	1 920 185	—
1993	1 570 201	—
1994	1 501 886	226 839
1995	1 323 093	—
1996	1 118 265	—
1997	718 009	—
1998	804 143	—
1999	540 188	15 000
2000	523 980	—
2001	347 396	50 000

Year	*Core activities*	*Projects (earmarked)*
2002	107 689	—
2003	377 657	6 154
2004	87 638	44 472
2005	929 361	648 818
2006	378 836[a]	961 912
2007	6 160[a]	1 077 260[b]

Sources: A/61/897, table 2.

[a] The contributions for 2006-2007 for core (Trust Fund) activities reflect the contributions received and recorded through 30 April 2007. Contributions pledged but not paid at that date to the core (Trust Fund) amount to $322,100 (rounded).

[b] Including voluntary contributions committed by donors but yet to be recorded in the Trust Fund account.

13. In consideration of the critical financial situation of the Institute, the Executive Board requested that the Director apply a 5 per cent reduction to the workplan and operational budget for 2008 (INSTRAW/EB/2007/R.4) and decided to reconsider the financial situation at its fifth session. At the same time, the Board requested the Director to formulate a resource mobilization strategy with the support of the United Nations Fund for International Partnerships and inform the Board accordingly.

14. The Executive Board decided to be actively involved in supporting the mobilization of resources for INSTRAW. The Board also agreed that the President would send a communication on its behalf to the Secretary-General requesting support for the mobilization of resources for the Institute.

2. Optimal staffing structure

15. The Executive Board reviewed the report on the optimal staffing structure of INSTRAW (INSTRAW/EB/2007/R.6) and decided to consider the report at its fifth session.

D. Networking strategy

16. The Executive Board decided to analyse the issue of the networking strategy at a resumed session and requested the Director to: (a) include a draft plan of action to actively involve national mechanisms and institutions in the proposed networking strategy, bearing in mind the strategic areas of work of the Institute; (b) take all appropriate measures to increase the cooperation and coordination with other United Nations bodies and organizations, especially in New York and in Geneva; and (c) explore with relevant civil society organizations, including non-governmental organizations and the private sector, arrangements that would allow INSTRAW to benefit from the presence of those organizations in New York, in order to share information on a daily basis on the current activities of the United Nations agenda.

17. The Board decided that the contents of the comprehensive report should be included in its report to the Economic and Social Council.

18. The date for the future session of the Executive Board will be determined following internal consultations.

Annex I

Comprehensive report and future projections for the International Research and Training Institute for the Advancement of Women

1. The International Research and Training Institute for the Advancement of Women (INSTRAW) works within the context of the three pillars of the United Nations, namely development, peace and security, and human rights, in order to contribute to the achievement of the Millennium Development Goals and comply with other United Nations mandates, including the Convention on the Elimination of All Forms of Discrimination against Women[a] and the Beijing Platform for Action,[b] taking into account the realities of globalization and emerging challenges for women and girls, especially in developing countries.

2. As the only entity in the United Nations system with a specific mandate to conduct research and training for gender equality and the empowerment of women, INSTRAW is a central component of the gender architecture of the United Nations and maintains working partnerships with both the gender entities and the research and training institutions of the United Nations. The work of the United Nations on gender equality must be guided by a clear understanding of the issues and stakeholders involved. Within the United Nations reform process and the attempt to ensure system-wide coherence, the Institute's contribution is its capacity and comparative advantage to serve as focal point for research and training on gender issues. This unique role within the United Nations system means that INSTRAW can be a guide in orienting the work of the United Nations on gender equality and the empowerment of women, leading to measurable changes in the lives of women, particularly in those countries where gender gaps are the widest.

3. The Institute's Strategic Framework for the period 2004-2007[c] emphasized the importance of articulating research, training and information-sharing in a continuous cycle of analysis, learning and action, so that research results feed into the distribution of information and the design of training and capacity-building programmes, as well as the formulation of policy. Through its applied research programmes, the Institute aims to make policies and programmes gender-responsive on the basis of concrete research results, the application of lessons learned and the replication of best practices. This approach allows for flexibility in responding to both existing challenges and new and emerging issues.

4. Through the INSTRAW Strategic Framework for the period 2008-2011,[d] the priorities established in 2004 are consolidated and strengthened, including the Institute's research and training programmes in specific areas and its knowledge management capacity, in order to ensure that research results have a concrete impact on policy and programme formulation and implementation.

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[a] General Assembly resolution 34/180, annex.

[b] *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annex II.

[c] See www.un-instraw.org/en/images/stories/INSTRAWDocuments/instrawstrategicframework.pdf.

[d] See INSTRAW/EB/2007/R.3/Rev.1.

5. In the Strategic Framework for the period 2008-2011, the mission and vision of INSTRAW are established as follows:

(a) **Mission**. INSTRAW is the leading United Nations Institute devoted to research, training and knowledge management in partnership with Governments, the United Nations system, civil society and academia to achieve gender equality and women's empowerment;

(b) **Vision**. INSTRAW is a leader in strategic and innovative actions that make a difference in women's lives.

6. INSTRAW prioritizes the application of innovative approaches, transparency and accountability, collaboration and complementarity with the other agencies of the United Nations system, and the inclusion of multiple stakeholders, including Governments, academia, civil society and the private sector, in order to re-establish a solid financial base for the implementation of the Institute's programme of work.

7. The present document is based on the implementation of the INSTRAW strategic framework for the period 2004-2007 and the annual workplans for 2005, 2006 and 2007, as well as the Strategic Framework for the period 2008-2011.

I. Achievements

8. INSTRAW works in three interlinked strategic areas: action-oriented research, capacity-building and knowledge management:

(a) **Action-oriented research**, at the conceptual level, leads to the generation of frameworks of comprehension and analysis and, at the empirical level, aims at filling information gaps and providing new data. The Institute emphasizes the importance of articulating research, training and information distribution in a continuous cycle of analysis, learning and action, so that research results feed into the distribution of information and the design of training and capacity-building programmes, as well as the formulation of policy;

(b) **Capacity-building** strengthens dialogue and partnerships among multiple stakeholders and builds the capacities of women, with a view to promoting their security, development and participation;

(c) **Knowledge management** fosters exchange of relevant knowledge and information to increase understanding and support decision-making and actions on gender and women's issues. Within the knowledge management area, particular emphasis is placed on dissemination of information to different audiences (decision makers, communications media and the general public, among others), on different themes and in appropriate formats, including through the Institute's website, with information packaged according to the needs of specific stakeholders.

9. The Institute undertakes work in these three strategic areas in order to produce specific guidelines, tools and other instruments to address the integration of a gender perspective into policies and programmes that link gender with development, security and participation in all spheres of life. This line of work includes awareness-raising and the transfer of knowledge and recommendations deriving from research, capacity-building and knowledge management activities to public policymakers by means of communications and partnerships with cooperation agencies and institutions. In the implementation of the strategic framework

2004-2007, the Institute focused its work on three thematic priorities: (a) gender, migration, remittances and development; (b) gender, governance and women's political participation; and (c) gender, peace and security.

A. Gender, migration, remittances and development

10. The main objective of the strategic area of gender, migration, remittances and development is to achieve a better understanding of how gender factors (for example, feminization of migration, gender inequalities in access to productive resources, sexual division of labour, and gender roles) affect and determine the interconnectedness between migration and development, taking remittances as the key link in this connection. The ultimate goal is to increase, through the incorporation of gendered analysis, the effectiveness and sustainability of initiatives that aim to harness the potential of remittances for development, and to encourage the development of models generated by these initiatives within which gender equality is a central objective and contributes to achieving the Millennium Development Goals.

11. Through case studies in Colombia, the Dominican Republic, Guatemala and the Philippines, and in five countries of southern Africa (Botswana, Malawi, Mozambique, Swaziland and Zimbabwe) with migratory flows to South Africa, INSTRAW is producing and systematizing knowledge at the conceptual level, which will lead to the generation of frameworks for comprehension and analysis, filling information gaps and generating new data at the empirical level.

1. Studies and research

12. In addition to fact sheets, information briefs, interviews, press releases and other materials, the concrete results of INSTRAW work in gender, migration, remittances and development, include the following:

(a) *Gender dimensions of remittance flows in Colombia* (forthcoming 2007). This instalment in the ongoing series of case studies on gender, migration, remittances and development is based on a theoretical framework that looks at the feminization of migration as part of a new international division of reproductive labour brought about by globalization. This case study looks at the gender dimensions of Colombian migration to Spain, including the nature of women's migration, the flows and utilization of remittances, and changes in household and gender roles as a result.

(b) *Gender dimensions of remittance flows in the Philippines* (forthcoming 2007). This instalment in the series of case studies is based on a theoretical framework that looks at the feminization of migration as part of a new international division of reproductive labour brought about by globalization. This case study looks at the gender dimensions of Filipino migration to Italy, including the nature of women's migration, the flows and utilization of remittances, and changes in household and gender roles as a result.

(c) *Gender, remittances and development: the case of women migrants from Vicente Noble, Dominican Republic* (2006). This report is the first in the series of case studies based on a theoretical framework that looks at the feminization of migration as part of a new international division of reproductive labour brought

about by globalization. The case of Dominican migration to Spain was chosen as an initial study because it is uniquely appropriate for an analysis of the links between migration, remittances and gender: it is a predominantly female migratory flow from rural areas, with women migrating as the main economic providers for their households.

(d) *The development potential of remittances from gender perspective: qualitative research methodology* (2006). The qualitative research methodology for the development potential of remittances from a gender perspective is presented in this paper. The methodology was used for the first time in a case study of the Dominican Republic that focused specifically on the migration of Dominican women to Spain. The methodology is adaptable to different contexts and regions with distinct migration patterns in order to ensure the development of a comparative global framework mapping of the gender dimensions of remittances. The methodology is being applied to additional INSTRAW case studies in such countries as Colombia, Guatemala, Lesotho, Morocco, the Philippines, and South Africa, among others.

(e) *Crossing borders: remittances, gender and development* (2005). This paper presents a preliminary framework that will strengthen the understanding of the interrelationships between migration, gender, remittances and development and also serve as an entry point for future research and project proposals. The framework was developed in order to establish the basis for formulating a more adequate response to questions such as: how does the growing feminization of migration affect remittance flows? how can remittances contribute to the achievement of gender equality? and how can we mobilize remittances to achieve sustainable development that includes women?

(f) *Gender, migration, remittances and development in the Dominican Republic* (2006). Through interviews with the community members that participated in the INSTRAW study on remittances in Vicente Noble, as well as interviews with INSTRAW staff and the narrative thread, this documentary video sets out the major opportunities and challenges to gender equality posed by the migration of women as economic providers for their households.

13. The above materials are available on the Institute's website at: http://www.un-instraw.org.

2. Partner institutions and geographic coverage

14. In addition to the above materials, a series of case studies is being carried out in partnership with (and in some cases with financing from) the International Fund for Agricultural Development (IFAD), the International Organization for Migration (IOM) (in Colombia and Guatemala), the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA). There has also been collaboration with national institutions such as the National Statistics Office of the Dominican Republic.

15. A diversity of regions and continents is one of the primary concerns with regard to the geographic coverage of INSTRAW projects. To date, projects are being carried out in Albania, Botswana, Colombia, the Dominican Republic, Guatemala, Lesotho, Malawi, Morocco, Mozambique, the Philippines, Senegal, Swaziland and Zimbabwe.

3. Future lines of work

16. In compliance with the Institute's strategic framework 2008-2011 and on the basis of the conceptual instruments already developed, the empirical data obtained thus far and dialogues established among the Institute's partners, it is envisaged that future work will be undertaken in the following thematic areas and geographic regions:

(a) Harnessing the potential of remittances as an instrument of gender-sensitive development, through the implementation of the conclusions and recommendations obtained from the project currently being carried out in six countries in partnership with UNDP. It is envisaged that the experience of the pilot project can be replicated in other countries in Africa, Asia, Eastern Europe and Latin America. Activities include capacity-building for women in remittance-sending communities and the strengthening of dialogue with stakeholders from the development sector in order to facilitate the implementation of the recommendations deriving from the results of research undertaken by INSTRAW and its partners.

(b) The impact of women's migration on the household, with special attention to adolescents and children who remain in the countries of origin. Preliminary conversations have taken place to carry out the project in selected countries of Africa and Latin America.

(c) Analysis of global care chains and their impacts, aimed at a better understanding of the reorganization of reproductive work at the global level by means of women's migration.

(d) Strengthening women migrants' rights in order to improve their living conditions. This project entails capacity-building activities for migrants and for key stakeholders within the framework of co-development.

B. Gender, governance and women's political participation

17. The purpose of the strategic area of gender, governance and women's political participation is to promote: (a) women's political participation at national, regional and local levels, and (b) the mainstreaming of gender in local and national governments as a key issue for building democracy.

18. The main objective of this strategic area is to produce up-to-date and accurate information on democratic governance and political participation from a gender perspective. These represent two main pillars for building democracies and States of equal and inclusive rights, on the one hand, and the advancement of women in achieving de facto equality, on the other. Political participation at all levels is a fundamental human right that most women still cannot fully enjoy. On the basis of this premise and from an overall view of the situation and the identification of multiple factors of inequality, INSTRAW conducts research on the general and specific causes in order to advance transformative proposals that contribute to changing women's situation and discrimination against women in the political sphere.

1. Studies and research

19. In addition to fact sheets, information briefs, interviews, press releases and other materials, the concrete results of INSTRAW work in gender, governance and women's political participation, include the following:

(a) *Quota mechanisms for women's political participation: the Latin American experience*. This study provides an analysis of female political representation in 17 countries of Latin America, in particular the legal measures, such as quotas, used to increase the representation of women in political life. The analysis concentrates on the political participation of women in national parliaments, executive offices and political parties.

(b) *Capacity-building needs assessment: women's political participation at the local level in Latin America* (forthcoming 2007). This needs assessment provides the results of a series of in-depth interviews with relevant stakeholders throughout Latin America on concrete needs and priorities in capacity-building for women's political participation at the local level. The needs assessment focuses specifically on perceptions, knowledge, evaluation and demands of survey participants, and provides a list of priorities for action that can guide capacity-building on women's political participation.

(c) *Diagnostic: women's political participation in the Andean region* (forthcoming 2007). This overview and assessment provides a comprehensive and comparative look at women's political participation in countries of the Andean region (Bolivia, Colombia, Ecuador and Peru), including past experience and evolution, institutional mechanisms and policies, achievements and challenges, and future priorities, within the context of broader governance, democratization and decentralization processes that characterize the region. The document places particular emphasis on building an agenda for women in politics and the actors and process involved.

(d) *Diagnostic: women's political participation in Central America* (forthcoming 2007). This overview and assessment provides a comprehensive and comparative look at women's political participation in the countries of Central America (Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama), including history and evolution, institutional mechanisms and policies, achievements and challenges, and future priorities, within the context of broader governance, democratization and decentralization processes that characterize the region. The document places particular emphasis on building an agenda for women in politics and the actors and processes involved.

(e) *Agenda from the local perspective* (forthcoming 2007). This guide aims to facilitate including a gender perspective in political and development agendas at the local level, with particular emphasis on recognition of women's diverse needs and priorities and their incorporation into policymaking and programming.

(f) *Guide for women's leadership at the local level* (2006). One of the challenges to achieving gender equality in the countries of the project in Latin America is guaranteeing the participation of women in the representative institutions and decision-making processes. In Mexico, the municipal level has been identified by women themselves as a field of both possibilities and obstacles for gender equality. Strengthening women's leadership at the local level has become an essential measure, complemented by the growing application of affirmative actions

that bolster a culture of democracy in the countries of the region. The National Institute of Women of Mexico, in collaboration with INSTRAW, prepared the Guide, which includes both a facilitator's manual and a participant's manual.

(g) *Women's political participation at the local level in Latin America* (2006). This paper is part of the first phase of the project on strengthening governance from a gender perspective and women's political participation at the local level in Latin America, and contains information, analysis and conclusions synthesized from various sources with the aim of providing a panoramic view of knowledge, information and reflection on the question of women's political participation at the local level.

(h) *New gender machinery at the local level in Latin America* (2006). This paper is part of the first phase of the project on strengthening governance from a gender perspective and women's political participation at the local level in Latin America, and contains information, analysis and conclusions synthesized from various sources with the aim of providing a panoramic view of the status of the new gender machinery that has been established at the local level as a result of recent decentralization processes in the Latin American context.

(i) *The participation of indigenous women in governance processes and local governments: Bolivia, Colombia, Ecuador, Guatemala and Peru* (2006). This paper is the result of a desk review, conducted within the context of the project on strengthening governance from a gender perspective and women's political participation at the local level in Latin America, on the participation of indigenous women in governance processes and local government in various countries, with the aim of systematizing lessons learned and identifying critical areas of intervention. A number of practical and concrete recommendations are also proposed based on the information reviewed.

(j) *Creation of dialogue for women's political participation at the local level* (forthcoming 2007). Through interviews with various participants in the INSTRAW series of discussion workshops on women's political participation at the local level, as well as interviews with INSTRAW staff and a narrative thread, these two regional documentary videos (one on the Andean region and one on Central America) set out the main challenges, opportunities and priorities for the creation of dialogue and the inclusion of diverse perspectives in the struggle to increase women's political participation at the local level in Latin America.

(k) *Women's political participation at the local level in Mexico* (2006). Through interviews with participants in the INSTRAW project on capacity-building for women's political participation at the local level in Mexico, as well as interviews with INSTRAW staff and the narrative thread, this documentary video sets out the main challenges, opportunities and priorities for capacity-building processes on women's political participation at the local level.

20. These materials are available on the Institute's website (http://www.un-instraw.org), where one can also find a gender mainstreaming guide, a library and other resources in three languages.

2. Partner institutions and geographic coverage

21. In the implementation of work in the area of gender, governance and women's political participation INSTRAW has received financial support from Agencia

Española de Cooperación Internacional and Mexico, as well as in kind support from the participating countries in the Andean region (Bolivia, Colombia, Ecuador and Peru) and in Central America (Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama) for a three-year project. The project is being implemented in partnership with several organizations: the United Nations Development Fund for Women (UNIFEM), UNDP, national gender machinery, decentralization entities, political parties, women's organizations, indigenous organizations, and non-governmental organizations. Additionally INSTRAW has worked with academic institutions such as Facultad Latinoamericana de Ciencias Sociales (FLACSO)-Chile and FLACSO-Argentina.

3. Future lines of work

22. As a result of the implementation of projects, INSTRAW will continue its work on the following initiatives:

(a) Political participation of women at national level in Algeria, Morocco and Tunisia. This project includes three components: research, capacity-building and policy dialogue. The funding is under consideration and advanced agreements have been reached;

(b) Assessment review and capacity-building activities to include women in decision-making positions in political parties. Some of the main obstacles that women face in becoming national or local representatives are the statutes, attitudes, behaviours and procedures of political parties. It is crucial to assess and change procedures of political parties to include women as candidates in situations equal to men. These capacity-building activities include the development of materials and tools to promote women's participation within political parties;

(c) Political participation of women at local level in Latin America and the Caribbean (2009-2011). This project is a continuation of a previous project and will be based on the results of that project, which is currently being implemented in the Andean region and in Central American countries.

C. Strategic area: gender, peace and security

23. The main objectives of the gender, peace and security programme are to foster understanding of the distinct and often gendered insecurities faced by women and men during both times of conflict and times of peace and to promote gender equality and women's full and equal participation in the realms of peacekeeping, peace processes, post-conflict reconstruction and the reform of security institutions. The ultimate goal is to work with all of the many security actors (decision makers, governmental bodies, security institutions, civil society and others) to strengthen their ability to recognize and respond effectively and appropriately to gendered insecurities through information dissemination, awareness-raising, capacity-building and monitoring and evaluation. In this area, INSTRAW focuses its work on the following:

(a) Promoting gendered security sector reform. This work aims at strengthening the capacities of the institutions primarily in charge of security (such as the military, the police and others) in order to effectively prevent and respond to gendered insecurities, to prioritize the full and equal participation of women, and to

successfully mainstream gender issues within the context of larger security sector reform initiatives through the production of concrete tools and the establishment of monitoring and evaluation mechanisms;

(b) Contributing to the eradication of violence against women. This work aims at working with public security institutions (the police, the judiciary, legal officials and others) in order to improve the response to violence against women (for example, family and domestic violence) and working with other actors, in particular youth, to encourage reflection on dominant masculinities and the use of violence;

(c) Promoting the full implementation of United Nations Security Council resolution 1325 on women, peace and security. INSTRAW has developed tools to support the implementation of Security Council resolution 1325 at the national and institutional levels, in particular for the creation of action plans on the issues of women, peace and security.

1. Studies and research

24. In addition to fact sheets, information briefs, interviews, press releases and other materials, the concrete results of INSTRAW work in gender, peace and security, include the following:

(a) *Toolkit for integrating gender into security sector reforms* (forthcoming 2007). INSTRAW worked in collaboration with the Geneva Centre for the Democratic Control of Armed Forces and the Office for Democratic Institutions and Human Rights of the Organization for Security and Cooperation in Europe on the production of this toolkit, which will include thirteen issue-specific tools on different security sector actors and two cross-cutting tools on gender training for the security sector, and monitoring and evaluation processes;

(b) *Securing equality, engendering peace: a guide to policy and planning on women, peace and security* (2006). This guide is a hands-on tool that concentrates on the creation of action plans on the implementation of Security Council resolution 1325 on women, peace and security. The guide aims to facilitate the development of realistic action plans through the provision of good practices, specific recommendations and a six-step model process. The guide is designed as a resource for Governments, United Nations and regional organizations, and non-governmental organizations;

(c) *Global directory of gender, peace and security research institutions* (2006). The global directory of gender, peace and security research institutions is a searchable directory of gender, peace and security journals, databases and scholarships/fellowships. This tool, which is designed to serve as a resource for researchers, practitioners and potential students, provides up-to-date information on gender, peace and security research institutions in order to facilitate research, networking and the exchange of materials and ideas, and to encourage students to pursue studies in this field.

25. These materials are available on the Institute's website (http://www.un-instraw.org).

2. Partner institutions and geographic coverage

26. INSTRAW has created the Gender and Security Sector Reform Network, which comprises some 170 organizations and individuals working on gender and security sector reform issues from all over the world. The Network is active as a forum for discussion and information exchange. In collaboration with the Geneva Centre for the Democratic Control of Armed Forces, INSTRAW has also established the Gender and Security Sector Reform Working Group, which brings together key groups and individuals working on gender and reform of security institutions, and serves as an initiator, resource and facilitator for efforts to mainstream gender issues into security sector reform initiatives, policies and tools.

27. In addition, INSTRAW has entered into a collaboration agreement with the Geneva Centre for the Democratic Control of Armed Forces and the Office for Democratic Institutions and Human Rights of the Organization for Security and Cooperation in Europe for the production of a toolkit on integrating gender into security sector reform.

3. Future lines of work

28. On the basis of the research conducted thus far and the tools and guides already developed, and in accordance with dialogues among our partners on existing gaps in information resources and capacity-building, it is envisaged that future work will be undertaken in the following thematic areas and geographical regions:

(a) Creation of national action plans on women, peace and security. This project involves the concrete implementation of *Securing equality, engendering peace: a guide to policy and planning on women, peace and security* in specific conflict and post-conflict settings (an initial proposal submitted for funding includes Burundi, East Timor, Guatemala, Haiti, Liberia, and Sierra Leone). The guide will be used to establish an intersectoral task force at the national level, which will develop a national action plan on women, peace and security in line with the recommendations set out in Security Council resolution 1325;

(b) Capacity-building on gender and security sector reform. Using the toolkit that INSTRAW will develop in collaboration with the Geneva Centre for the Democratic Control of Armed Forces and the Office for Democratic Institutions and Human Rights, work will be undertaken with national Governments and international academic and civil society groups to encourage capacity-building and information exchange on integrating gender issues in security sector reform processes. INSTRAW has received funding from Norway for initial implementation of the project in Haiti, which will be carried out in collaboration with the United Nations Stabilization Mission in Haiti.

D. Capacity-building for gender equality and women's empowerment

29. INSTRAW places great emphasis on concrete and sustainable capacity-building for gender equality. In 2006 the Institute launched the first-ever gender training Wiki, which uses the popular Wikipedia software to bring together courses, materials and centres dedicated to gender training and capacity-building.

30. INSTRAW has developed and piloted capacity-building courses and materials on home-based care for people living with HIV/AIDS, integrating gender into

project planning and implementation, responding to violence against women, integrating gender issues into media coverage, women's political participation at the local level, addressing violence and masculinities with youth, and building gender-equal cities. Other capacity-building resources include the gender research guide and the gender mainstreaming guide. Within available resources, INSTRAW aims to expand its capacity-building programme to include greater diversity in its audiences and issues.

Working towards system-wide coherence

31. In all its work, INSTRAW prioritizes inter-agency collaboration and the establishment of working partnerships with other United Nations system, academic, civil society, government and private sector organizations. With the aim of supporting the Secretary-General's plan for ensuring system-wide coherence, INSTRAW has established concrete working relationships with a number of United Nations system entities, including the United Nations entities dedicated to gender issues (Division for the Advancement of Women, Office of the Special Adviser on Gender Issues and Advancement of Women and UNIFEM), the United Nations research and training institutes (the United Nations Interregional Crime and Justice Research Institute (UNICRI), the United Nations Institute for Disarmament Research (UNIDIR), the United Nations Institute for Training and Research (UNITAR), the United Nations Research Institute for Social Development (UNRISD), the United System Staff College (UNSC) and the United Nations University (UNU)), UNDP (working on gender, remittances and development and violence against women within the context of public security), the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNFPA (gender and remittances), the United Nations Communications Group and the Department of Public Information (information distribution from a gender perspective and work with journalists on integrating gender issues into media coverage), and the United Nations system entities within the Dominican Republic (integrating gender issues into project planning and implementation).

32. INSTRAW is a member of the United Nations Inter-Agency Network for Women and Gender Equality, UN-Energy, the United Nations Inter-agency Taskforce on Women, Peace and Security, the Task Force for the Secretary-General's Study on Violence against Women, the 16 Days of Activism against Gender Violence Campaign, and the Women's Network of the International Action Network on Small Arms.

33. Of particular note, in 2006 INSTRAW signed a five-year renewable agreement with the United Nations Stabilization Mission in Haiti through which INSTRAW now serves as both the disaster recovery site and the command centre for evacuation for the Mission. As an extension of this relationship, in 2006 INSTRAW carried out an assessment for the Logistics Support Division of the Department of Peacekeeping Operations on how to increase female recruitment, which resulted in a number of concrete recommendations that are now being implemented. In addition, in June 2007, INSTRAW will host a training of trainers in gender and peacekeeping for senior mission staff of the Department of Peacekeeping Operations.

II. Challenges

A. Re-establishing the Institute's credibility

34. The Institute has faced significant challenges in securing voluntary contributions from Member States of the United Nations as a result of two main factors: (a) Member States have conditioned their decision to donate voluntary contributions to the Institute on a demonstration of concrete results as a consequence of the lack of trust occasioned by the previous management of INSTRAW; and (b) many Member States have refrained from donating to INSTRAW until the review of the United Nations gender equality architecture is complete.

35. As stated in the Institute's strategic framework 2008-2011, INSTRAW will renew efforts to re-establish the credibility of the Institute through the following strategies:

(a) Strengthening relationships with Member States. INSTRAW will prioritize strengthening the Institute's relationships with current and potential donors, including Member States of the United Nations;

(b) A focus on results. INSTRAW will highlight the results of its worldwide work on various issues, with a particular eye to encouraging Member States to support the continued implementation of its programme of work through contributions to the Institute's core budget. It is highly likely that the Institute's success in generating significant project funds will give rise to a renewed interest in contributing to the core budget;

(c) Work with the private sector. In 2006, INSTRAW signed an agreement with the United Nations Foundation and the United Nations Fund for International Partnerships that will allow the United Nations Foundation to provide the Institute with financial support from private sector companies and non-profit foundations. The Institute now has a donation portal within the United Nations Foundation website (http://www.unfoundation.org/instraw/). The Institute has initiated outreach activities with the private sector, including the development of a donor database and specific promotional materials on the Institute's work targeted to potential private sector donors. The Institute will continue this resource mobilization work with the private sector in an effort to generate both core and special project funding;

(d) Involvement of the Executive Board. At its most recent meeting, the Executive Board of INSTRAW resolved to become more active in securing financial and other resources for the Institute. INSTRAW will thus develop concrete proposals for strengthening the role of the Executive Board in resource mobilization. The Board also recommended that INSTRAW develop, in collaboration with the United Nations Fund for International Partnerships, the United Nations Foundation and recommended experts, a concrete mid- and long-term fund-raising/resource mobilization strategy for the Institute.

B. Consolidating the Institute's position as a leader in action for gender equality and women's empowerment

36. At its fourth session, the Executive Board of INSTRAW recommended that the Institute continue to promote research and capacity-building activities in the areas of gender and migration; political participation of women; and gender, peace and security; in order to consolidate its position as a pioneer in these thematic areas. INSTRAW will continue to:

(a) Produce new data and information;

(b) Develop new capacity-building activities;

(c) Generate dialogue among multiple stakeholders;

(d) Guide policy development and the implementation of programmes and projects.

37. The Executive Board also recommended that, in accordance with available resources, the Institute initiate new activities in the fields of poverty alleviation, capacity-building in microenterprises, information and communication technologies, health, education, peacebuilding, and other areas of concern in partnership with United Nations agencies, funds and programmes. The Board took particular note of the importance of responding to new and emerging areas, such as climate change and the role of women and gender in the environment, as well as the creation of intercultural dialogue. Along these lines, INSTRAW will:

(a) Establish strategic alliances with United Nations and other organizations working on these areas in order to systematize joint workplans and evaluate existing gaps in information and capacity-building;

(b) Continue to support the United Nations system-wide efforts in gender mainstreaming at the institutional and programmatic levels.

C. Developing networks and strategies for working with partners

38. INSTRAW has prioritized the creation of strategic alliances in order to strengthen the implementation of its programme of work. These alliances range from broad collaboration, including the exchange of information, the organization of meetings and other general activities to direct partnerships with United Nations system and other organizations for the implementation of specific projects.

39. These strategic alliances serve four main functions: (a) to provide the Institute with increased financial or in kind support to its programme of work; (b) to encourage technical exchange on a particular issue; (c) to provide INSTRAW with representation in new geographic areas; and (d) to allow for information exchange between organizations.

40. As stated in the Institute's strategic framework 2008-2011, INSTRAW will:

(a) Continue to work through the formation of strategic alliances with organizations of the United Nations system, civil society, academia, government and other areas related to the Institute's areas of work and with a view to positioning the Institute as a leader in gender equality and the empowerment of women;

(b) Prioritize the development of project proposals and the formation of strategic alliances in all regions of the world in order to expand the Institute's focus and ensure the systematization and replication of existing work in other contexts. In order to accomplish this, it is essential to establish partnerships with relevant academic, civil society and governmental institutions in other regions;

(c) Establish new alliances related to the new areas of work recommended by the Executive Board at its fourth session in May 2007, as resources become available;

(d) Establish strategic alliances and develop joint programmes of work with the other organizations and institutions of the United Nations system that work on gender equality, research and training.

41. INSTRAW will continue to establish strategic partnerships with United Nations system and other organizations as an effective way of pooling limited resources, ensuring system-wide coherence and strengthening the implementation of the Institute's programme of work.

D. Implementing innovative ideas and methods of work

42. With few human and financial resources, INSTRAW has made significant achievements in establishing and consolidating its work in innovative areas, such as migration and remittances, gender and security sector reform and women's political participation at the local level. In particular, the Institute will continue to:

(a) Prioritize the link between research, information and capacity-building in order to ensure consistency and coherence and promote capacity-building that responds to clearly identified needs and priorities;

(b) Work with new and emerging technologies in order to encourage the formation of long-distance and virtual working relationships that allow the Institute to expand its reach;

(c) Ensure the participation of multiple stakeholders in the development and implementation of the Institute's programme of work.

E. Increasing visibility and communication with stakeholders

43. Efforts to increase the visibility and reach of INSTRAW have focused primarily on the Institute's presence within mainstream and issue-specific media (including the written press, radio, television and electronic media). The Institute has had significant success in placing opinion articles, editorials, press releases, interviews and other materials on its three areas of work in different media. In addition, INSTRAW has created a gender and media network, which brings together journalists for the exchange of information on gender issues. The Institute also works with journalists in various contexts on capacity-building for addressing gender issues and ensuring gender-sensitive media coverage. As part of these activities, the Institute has established relationships with the United Nations Public Inquiries Unit and various international media organizations, including Inter Press Service (IPS). The Institute has also compiled a global directory of media outlets with which it conducts regular information exchange and media outreach activities.

Partly as a result of this increased visibility, the INSTRAW website now receives almost two million hits per month, including document downloads in excess of 50,000 per month. The Institute will:

(a) Intensify efforts to significantly increase the visibility of the Institute in written and electronic media;

(b) Include increasingly interactive features on its website in order to engage a wider audience in the development and implementation of the Institute's programme of work.

44. INSTRAW will continue its efforts to increase the visibility of the Institute, both in order to distribute the results of the Institute's work to a wider audience, and as an essential component of an effective resource mobilization strategy.

Annex II

List of participants

Fourth session, 2 May 2007

Members of the Executive Board of the International Research and Training Institute for the Advancement of Women

Country	*Representative*
Belarus	Sergei Rachkov, Minister Counsellor and Deputy Permanent Representative
	Alexander Strigelsky, Second Secretary
Egypt	Soha Gendi, Counsellor
Grenada	Marguerite St John, Counsellor
Honduras	Iván Romero-Martínez, Ambassador and Permanent Representative
	Sofia Cerna, First Secretary
Israel	Mazal Renford, Director, Golda Meir Mount Carmel International Training Center
	Meirav Eilon Shahar, Counsellor
Philippines	Yvette L. Banzon-Abalos, Second Secretary
Slovak Republic	Viera Hanuláková, Director of the Department of Families and Gender Policy, Ministry of Labour, Social Affairs and Family
	Peter Harmanovsky, Third Secretary
Spain	Juan Antonio Yáñez-Barnuevo, Ambassador and Permanent Representative
	Elisa de Santos, Counsellor
Syrian Arab Republic	Mouna Ghanem, Chairperson of the Syrian Commission for Family Affairs
	Warif Halabi, Second Secretary
Zimbabwe	Sophią Nyamudeza, Minister Counsellor and Deputy Permanent Representative

Ex-officio members

Under-Secretary-General for Economic and Social Affairs	Represented by Rachel Mayanja, Special Adviser to the Secretary-General on Gender Issues and Advancement of Women
Host Country — Dominican Republic	Mariela Sanchez, Minister Counsellor
	Olivio Fermin, Counsellor
United Nations Regional Commissions	Nritya Subramaniam
INSTRAW Director	Carmen Moreno

Others: Catherine Peluso, Executive Officer, DESA; Linda Wong, Chief Service II, Programme, Planning and Budget Division; Kimberly Gamble-Payne, Director of Programmes, United Nations Fund for International Partnerships

Resumed fourth session, 30 May 2007

Members of the Executive Board of the International Research and Training Institute for the Advancement of Women

Country	*Representative*
Belarus	Alexander Strigelsky, Second Secretary
Egypt	Soha Gendi, Counsellor
Grenada	Marguerite St John, Counsellor
Honduras	Iván Romero-Martínez, Ambassador and Permanent Representative
	Sofia Cerna, First Secretary
Israel	Meirav Eilon Shahar, Counsellor
	Ilan Fluss, Counsellor
Philippines	Yvette L. Banzon-Abalos, Second Secretary
Slovak Republic	Peter Harmanovsky, Third Secretary
Spain	Elisa de Santos, Counsellor
Syrian Arab Republic	Warif Halabi, Second Secretary
Zimbabwe	Sophia Nyamudeza, Minister Counsellor and Deputy Permanent Representative

Ex-officio members

Host Country — Dominican Republic	Mariela Sanchez, Minister Counsellor
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Letter dated 18 June 2007 from the Permanent Representative of Austria to the United Nations addressed to the President of the Economic and Social Council

I have the honour to transmit herewith the report of the Vienna High-level Symposium: preparing for the Development Cooperation Forum, which was held in Vienna, on 19 and 20 April 2007 (see annex).

I would be grateful if you would circulate the present letter and its annex as a document of the Economic and Social Council, under agenda item 2.

(*Signed*) Gerhard **Pfanzelter**
Ambassador

* E/2007/100 and Corr.1.

07-39230 (E) 120707

Annex to the letter dated 18 June 2007 from the Permanent Representative of Austria to the United Nations addressed to the President of the Economic and Social Council

Vienna High-level Symposium: preparing for the Development Cooperation Forum

Country-level experiences in coordinating and managing development cooperation

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I. Background

1. As part of the strengthening of the Economic and Social Council, Member States, at the 2005 World Summit, mandated the Council to convene a high-level biennial Development Cooperation Forum. The Forum will review trends in international development cooperation, including strategies, policies and financing, promote greater coherence among the development activities of different development partners and strengthen the normative and operational link in the work of the United Nations. The General Assembly, in its resolution 61/16, further decided to launch the Development Cooperation Forum in Geneva in July 2007 and to hold the first biennial Forum in New York in 2008.

2. To facilitate dialogue among stakeholders during the upcoming launch of the Development Cooperation Forum and to begin a consultative process for the Forum in 2008, the Department of Economic and Social Affairs of the United Nations Secretariat is supporting the organization of several high-level symposiums, hosted by Member States, with particular focus on the key challenges facing development cooperation.

II. Vienna High-level Symposium

3. The first event, organized in cooperation with the Government of Austria, took place in Vienna, on 19 and 20 April 2007. The theme of the Vienna High-level Symposium was "Country-level experiences in coordinating and managing development cooperation".[a]

4. The objective of the symposium was to examine progress, identify key challenges and discuss good practices by donors and partner countries in implementing some of the policy goals established at the 2005 World Summit and the International Conference on Financing for Development, held in Monterrey, Mexico, in 2002, as they relate to the management and coordination of development cooperation at the country level. The present report of the symposium may also serve as a background document for the upcoming launch of the Development Cooperation Forum as well as for the first Forum in 2008.

5. Organized as a multi-stakeholder event, with the participation of high-level individuals in an expert capacity, the Vienna High-level Symposium consisted of six plenary meetings. The event was attended by approximately 130 participants representing a wide range of stakeholders, including representatives from developed and developing countries, including the Minister for Foreign Affairs of Cape Verde, United Nations organizations, the World Bank, the International Monetary Fund (IMF), the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD), bilateral aid agencies, regional and international organizations as well as representatives from civil society and the private sector.[b]

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[a] See www.un.org/ecosoc/newfunct/dcfvienna.shtml.

[b] For the list of registered participants, see http://www.un.org/docs/ecosoc/meetings/2007/dcf2007/index.html.

6. The programme of the symposium was organized around six main themes:[c]

(a) Assessment of development effectiveness;

(b) National development strategies as frameworks for development cooperation;

(c) Predictability and stability of development aid;

(d) National capacities for administering aid;

(e) Monitoring of aid quality;

(f) Donor harmonization.

7. In the various discussions held at the symposium there was strong consensus on the need to accelerate the implementation of policy goals relating to development cooperation established at the 2002 Monterrey Conference, the 2005 World Summit and the 2005 Paris High-level Forum on Aid Effectiveness. Three key principles were singled out as being of pivotal significance for development cooperation that produces discernible and lasting results: national ownership, participation and accountability:

(a) National ownership: genuine national ownership means that developing countries lead, in partnership with donors. Ownership is not simply agreeing to the terms and conditions of development cooperation established by donors, it is actively taking charge of defining the framework and process for cooperation;

(b) Participation: the participation of non-State actors in the formulation and implementation of national development strategies is critical for the credibility, impact and sustainability of the development process. It is also important for Governments not to limit the participation in policy dialogue processes to like-minded stakeholders, but to benefit from a broad range of perspectives;

(c) Accountability: development partners need to relate to each other as equals and be expected to heed agreed commitments. The Development Cooperation Forum could play a role in fostering such a partnership between development partners, based on the principle of accountability. It was also recognized that donors are increasingly scrutinized by parliaments and other oversight institutions for the effectiveness and impact of development assistance.

8. The two-day discussion greatly benefited from a number of country case studies and presentations that brought in local examples and recent experiences in coordinating and managing development aid from Bangladesh, Cape Verde, Indonesia, Mozambique, Rwanda, Uganda and Viet Nam.[d]

III. Opening of the Symposium

9. In opening the Vienna High-level Symposium, the President of the Economic and Social Council, Dalius Čekuolis, emphasized that the event was an important first step for the launch of the Development Cooperation Forum in Geneva in July 2007 and for the holding of the first Forum in New York in 2008. The Symposium

[c] For the complete programme, see ibid.

[d] See http://www.un.org/ecosoc/newfunct/dcfvienna.shtml.

was also deemed to be an excellent opportunity to take stock of progress in implementing the global development cooperation agenda at the country level.

10. The Development Cooperation Forum was considered to be a key platform for fostering dialogue and consensus on development cooperation policies among a wide range of stakeholders for the realization of the internationally agreed development goals. Participants were encouraged to share the outcome of the symposium with their respective constituencies, with a view to promoting a dynamic and inclusive preparatory process that would enable the Forum to fulfil its mandate and have a real impact at the country level.

11. The Under-Secretary-General for Economic and Social Affairs, José Antonio Ocampo, expected that the Development Cooperation Forum would become a major instrument of the international community in promoting more effective and coherent development cooperation for the realization of the internationally agreed development goals. The goals were regarded as constituting a shared framework for development cooperation owned by all stakeholders. The establishment of the Forum should be considered a major step in the implementation of the global partnership for development, while recognizing the concerns of many developing countries that this partnership is yet to live up to its full potential in several areas.

12. The Under-Secretary-General expressed the view that the Development Cooperation Forum would have a particularly important role to play in strengthening political oversight of aid commitments and aid effectiveness, in particular considering the scope for further improvements in the delivery and use of development aid at the country level. In this regard, enhancement of the quality and quantity of aid should be a high priority for donors while partner countries should use development assistance, multilateral and private financing and their domestic resources more effectively. Furthermore, improvements in aid effectiveness should go hand-in-hand with measures to improve the governance of the development aid system.

13. The strength of the Development Cooperation Forum was considered to be its ability to promote an inclusive process, anchored in quality analysis, where the voices of all stakeholders would be heard in global dialogue and policymaking. No other forum could provide such political legitimacy.

14. Ambassador Johannes Kyrle, Secretary-General for Foreign Affairs of Austria, singled out the commitments of the European Union to increase overall development assistance flows, with targets set for 2010 and 2015. There is a shared understanding among donors and partner countries that scaling up of development assistance must be complemented by measures to improve the quality of aid. With that objective in mind, bilateral delivery of development assistance is currently undergoing profound restructuring under the auspices of the OECD/Development Assistance Committee, guided by the Paris Declaration on Aid Effectiveness.

15. The United Nations was believed to be an indispensable part of the international development system, yet its structure would need to be further strengthened, streamlined and made more efficient. Furthermore, bilateral and multilateral aid delivery was thought to be in need of improvement, in particular in order to ensure that the interface of both actors at the country level, including the relationship with the international financing institutions, is well-defined and complementary.

16. It was anticipated that the symposium would make a contribution to the aid effectiveness agenda by deepening the understanding among stakeholders of existing coordination mechanisms and of the interlinkages between national development strategies and the delivery of development aid.

17. Ambassador Irene Freudenschuss-Reichl, Director-General, Department of Development Cooperation of the Federal Ministry for European and International Affairs of Austria, concluded the opening session by drawing attention to several ongoing tracks aimed at reforming global development cooperation. First, bilateral donors are working, both individually and collectively, to enhance aid effectiveness within the framework of the Paris Declaration and the upcoming High-level Forum on Aid Effectiveness, which is to be held in Ghana in 2008. Secondly, the division of labour within the European Union in respect of development cooperation is actively being discussed in order to reduce transaction costs and streamline aid delivery. Thirdly, reform of United Nations development cooperation has been given a strong impetus following the report of the High-level Panel on United Nations System-wide Coherence.

18. With respect to United Nations reform, it was considered important not to limit the debate to the review of the efficiency and effectiveness of the Organization's operational activities for development but also to look at its broader role in development cooperation. Issues previously in the domain of technical experts, such as energy security, climate change and water sustainability, which as of late have taken on a political nature and significance, may become important future priorities. Thematic and geographical clustering may therefore need to be considered in consolidating mandates at the United Nations Headquarters level.

19. It was also stressed that the different reform tracks need to interface in order to produce the desired impact at the country level. The Vienna High-level Symposium could be seen as a first step in defining this interface under the framework of the Development Cooperation Forum, which would eventually become the venue for such interaction.

IV. Key issues in development cooperation

20. The meetings at the symposium provided an opportunity for participants to discuss trends and progress in coordinating and managing development cooperation at the country level. In the informative discussions that took place at the symposium, the overarching theme became that of striking a balance between forces that may at times be at odds with one another.

21. Reconciling national development priorities with the internationally agreed development goals was mentioned as a particular challenge in some countries. The need for national political and economic space for manoeuvring by developing countries, while at the same time adhering to the international commitments reflected in the normative frameworks of the United Nations, also emerged as an issue warranting attention.

22. Furthermore, ensuring resource flows to social sectors ("Millennium Development Goal sectors") in partner countries should not be at the expense of investment in productive sectors that indirectly support advancements in areas such as health and education. In addition, squaring the focus on measurable Millennium

Development Goal indicators with the importance of other areas, which are not easily quantifiable (for example, human rights and good governance), was considered a major challenge.

23. Monitoring was seen as an area where donors wield particularly strong influence over partner countries in framing the areas of focus and the selection of indicators. The strongest message of the symposium, however, was the need for partner countries, in cooperation with donors, to build strong national capacities to exercise genuine leadership in the development process.

24. National leadership is one aspect of the development compact between developed and developing countries, whereas important issues that relate to donor behaviour constitute another side of the compact. One such issue raised was the challenge faced by partner countries in coordinating and managing aid resources that, in many cases, are much more volatile than domestic revenues.

25. While streamlining the presence and practices of donors at the country level should be accorded high priority, different ideas were aired with regard to donor harmonization, ranging from the need for full harmonization of procedures to improving coordination and to looking into the creation of an environment more conducive to competition between donors in providing their services.

26. The following sections provide a brief summary of the discussions that took place in each of the six sessions.

A. Development effectiveness

27. Despite recent progress in improving the livelihoods of millions of poor people in the developing world, poverty reduction remains a daunting challenge, even in countries with positive economic growth rates. Considering that economic growth is a necessary but not sufficient condition for poverty reduction, pro-poor policies are required for appropriate income distribution. Even modest annual economic growth may deliver impressive poverty reduction. Thus, when it comes to poverty alleviation, the nature and pattern of economic growth is just as important as the rate of growth. Even small changes in income distribution, for instance, may reinforce the effect of growth on poverty.

28. Countries should also be aware of the forces that fuel economic growth since these define the impact of such growth on poverty and the ability of partner countries to become less aid dependent. If development aid is a major contributing factor to economic growth, there is a risk that it may consolidate and perpetuate aid dependency. Economic growth may not necessarily, therefore, be a process that decreases aid dependency.

29. A policy environment conducive to development effectiveness requires both sector policies and an overall enabling policy framework. Individual development projects will also have more impact if they are anchored in an effective national development strategy. Another important factor in bettering service delivery to the poor can be knock-on effects, whereby enhanced conditions in one sector lead to improvements in others, for example the growth in girls' secondary schooling and rural electrification in reducing child mortality in Bangladesh.

30. Donors were urged to provide better support to regional programmes, which tend to be few in number and inadequately resourced. It was felt that both donors and partner countries have often overlooked opportunities for regional cooperation to support the implementation of national development strategies in areas such as water management, power, transportation and disease control.

31. The distinction between development effectiveness and aid effectiveness was also highlighted since development assistance is only part of overall financing for development in a given country. The experiences of a number of Asian countries in mobilizing resources for development through trade, investment and business activities, and thus escaping aid dependency, were highlighted as lessons to be learned.

32. Every country needs to establish its own balanced approach in order to avoid a lopsided development focus when using aid to achieve the internationally agreed development goals. Since indicators are good servants, but bad masters, the Millennium Development Goals should be seen as tools to enable countries to keep track of progress. In order to achieve improvements in, for example, health, investment is also required in other areas, such as infrastructure and job generation. A narrow view of expenditures in the social sector as the principal means to achieve the Millennium Development Goals should therefore be avoided.

33. It was argued that in many countries the scaling up of development aid will improve development effectiveness. In order for such scaling up to have the desired effect it will have to be delivered in a predictable manner and with consideration for the quality of aid, in particular by shifting funds from projects to programme and budget support. Improved means of assessing the effectiveness of development aid in developing countries may also be required if donors are to make a strong case for major scaling up with regard to citizens and oversight institutions, such as parliaments.

34. Partner countries need to be aware, however, of the risk of becoming trapped by multidimensional aid dependency once it is entrenched as a modus operandi in government administration. In some countries, a corporate culture of government prevails, within which officials generally have experience in thinking of possibilities in terms of the framework of donor support. With an abundance of prescriptions for moving beyond aid dependency, compliance triumphs at the expense of independent, innovative thinking.

35. Concerns were also expressed that the recent trend of incessantly pushing for reforms may be raising the bar too high for the weakest developing countries. Is too much being asked of countries facing the most daunting development challenges with the weakest human resources? In addition, frustrations were voiced that the importance attached to reform in the development partnership was often at the expense of the daily challenge of making service delivery work at the country level.

B. National development strategies

36. National development strategies are the principal vehicle for advancing the implementation of the internationally agreed development goals at the country level. It is important to bear in mind, however, that the goals are targets, not policy strategies. Operationalizing these goals directly at the country level, without proper

consideration for social, political and economic considerations, may potentially undermine the effectiveness of existing development strategies and constrain ongoing development processes. Development assistance focusing on the realization of the internationally agreed development goals will only be effective when these goals reflect domestically held priorities.

37. There were repeated calls for more realistic approaches to formulating and evaluating national development strategies. National development strategies are sometimes expanded from feasible plans into aspirations, which may undermine their credibility. It is important to prioritize when formulating such strategies, and to note, from experience, that there has been some procrastination when it comes to making difficult decisions on trade-offs, notably between different internationally agreed development goals. A number of characteristics were offered for turning strategies into effective plans such as the need that they be participatory, comprehensive and flexible.

38. Critics maintained that there are examples of partner countries directing their priorities and strategic plans towards issues that ensure continued development assistance. It was argued that this produces a dubious confluence of development assistance and national strategies developed to meet the expectations, if not conditions, of donors.

39. The same argument was advanced in the case of civil society, since domestic political processes may be altered to fit with donor priorities and methods. It was contended that this may ultimately create an industry of professional recipients, both in government and civil society, who appear to present national priorities while more often reflecting donor sentiments.

40. Some concerns were also raised that the United Nations Development Assistance Framework process at the country-level was often overly focused on social, environmental and governance issues at the expense of economic and trade-related policies and assistance, which play a critical role in national development strategies. In consideration of the fact that the observance of human rights is the foundation of effective governance, the view was expressed that there was a need to ensure that such principles are mainstreamed into development cooperation for the realization of the internationally agreed development goals.

C. National capacities for administering aid

41. A resounding theme at the symposium was the development and sustainability of national capacities for administering and coordinating development assistance and their role as a foundation for development. National capacities, as such, should be understood as an amalgam of a broad set of human, institutional, structural and economic capabilities.

42. Regular joint capacity assessments by development partners were considered critical for building the right mix of such capacities. Such assessments should not be targeted at past needs, but should rather be forward-looking and should include costing in order to strengthen accountability and buy-in from the involved parties.

43. Capacity for the design and implementation of aid management strategies is critical if governments are to exercise genuine leadership in partnership with donors. In general, keeping with the consensus on country needs, and in order to

facilitate national ownership and leadership of the process, supply-induced demand incentives should be limited by donors and countries should receive adequate support on a genuinely demand-driven basis.

44. Strict donor adherence to using national systems and procedures for managing aid flows was considered to be an important element in enhancing national capacities in partner countries. The channelling of donor resources outside of a budget framework poses significant challenges for partner countries in terms of the development of national capacity. The more donors work around national systems and procedures the more they weaken these mechanisms to the detriment of development in partner countries.

45. Capacity constraints were considered to be not solely the domain of governments in developing countries, however. Donor offices in partner countries are often inadequately staffed, relying on decision-making from headquarters offices, and possessing limited competency to engage in meaningful policy dialogue with national counterparts, which is otherwise becoming more important in terms of the development partnership.

46. In addition to the observation that some donors may be better poised than others to support capacity development at the country level, it was suggested that South-South and triangular cooperation offer viable alternatives that focus on country experiences and lessons learned in both strengthening and complementing national capacities. This also applies to capacities needed for the development of aid policies, which are often written or facilitated by consultants, putting partner countries at a disadvantage in negotiating terms and conditions.

47. It was observed that planning, policymaking and oversight at the national level could be greatly improved by the provision of better quality national statistical data on development. At the 2007 Conference of African Ministers of Finance, Planning and Economic Development, for example, the challenge of improving the availability, timeliness and quality of data conforming to international standards was highlighted. In drawing attention to this issue, the Conference heeded the warning not to slip into the trap of developing policy-based evidence but rather to focus on evidence-based policy.

48. Parliaments and independent audit bodies are normally not adequately equipped to exercise their oversight role, focusing instead on procedural issues. It was suggested that progress will be achieved when those entities have the capacity to monitor and analyse results and when there are mechanisms to hold the executive branch to account. This predicament ties in with the observation that ministries of financing and planning are often overburdened and their capacities stretched too thin in managing and coordinating development cooperation, in part due to the centralized nature of many States.

49. The poaching of talent by donor agencies to implement and deliver aid programmes, which undercuts and distorts existing capacity development at the national level, is also a concern in many developing countries. Although this problem is sometimes exacerbated by lack of effective civil service reform in partner countries, donors are increasingly aware of the situation. In addition, strategic human resources management at the country level may, to some extent, offset less than comparable pay in the national civil service.

50. It was highlighted that without reinforcement of evaluation, analysis and negotiation capacity, supported by donor openness and partner commitment, there is little chance of genuine mutual accountability, alignment and ultimately attainment of the internationally agreed development goals.

51. It was keenly felt that line ministries with the requisite experience and competencies should be encouraged to conduct monitoring and evaluation in a more concerted fashion.

D. Predictability and stability of aid

52. With recent commitments of donors to increase development aid on an unprecedented scale, the question of how these flows will be managed and coordinated throughout the aid delivery value chain takes on even greater importance. Adding to the issue of creating a predictable aid environment for countries with high ratios of aid dependency, there were numerous different contributions to the discussion on enhancing predictability and stability of development assistance.

53. The problems posed by partner countries in coordinating and managing aid resources, which in many cases are far more volatile than domestic revenues, was particularly highlighted. One issue mentioned was the inclination of some governments to forego investing in sustainable human capacities in the health and education sectors due to uncertain financial prospects. This predicament is particularly exacerbated in fragile States, which are also the countries in most need of a stable operating environment. Considering the lacklustre performance of such countries in terms of economic growth, compared with other least developed countries, it was suggested that, in order for aid to achieve the biggest relative impact, fragile States should be the centre of attention.

54. One option to enhance the predictability and stability of aid flows could be to increase general budget support to partner countries. Such an approach is increasingly favoured due to the perceived advantages of giving partner countries enhanced flexibility in terms of allocation and eventually improving the predictability of resources flows. A caveat was made, cautioning donors against using this mechanism as a "gap-filler" at the end of the budgetary year in order to comply with targets in a seamless manner. General budget support in itself is not preferable to other aid modalities, yet used in a constructive fashion it carries great potential for partner countries in terms of facilitating the realization of their development goals. The focus on ensuring predictable inputs into the development process at the country level should not, however, diminish the focus on how to achieve predictable results.

55. Another option could be to use a "big push" approach, targeted at good performers that have the capacity to absorb, administer and disburse significantly increased aid flows. A concern was voiced, however, that donors are already inclined to focus on so-called "donor darlings" while leaving the "donor orphans" underfunded. As with fragile States, positive-reinforcement mechanisms may work to the detriment of countries most in need of improving their development processes.

56. Different levels of confidence were expressed with respect to donors meeting targets for development assistance in 2010 and 2015. To avoid the concerns of macroeconomic instability with regard to a "disbursement bulge" of aid when approaching milestone years, it was noted that increased frontloading of aid would greatly facilitate the coordination and management of such additional resources. In terms of funding, the erosion of core resources for the multilateral donor system was also a major cause for concern.

57. The predictability and stability of aid flows can be discussed at several different levels. Discussions at the aggregate level aside, it was noted that even though a region, such as sub-Saharan Africa, experiences volatility in aid flows as a whole, unforeseen events such as humanitarian disasters or societal upheaval may distort the fact that a number of countries in the same region are experiencing stable commitments and showing steady disbursement rates. It was suggested that a thorough and comprehensive analysis be conducted, which would go beyond the consolidated figures and examine the situation on a country-by-country basis.

E. Monitoring of aid quality

58. Initial comments centred on the importance of being conscientious about the purpose of monitoring aid quality. Whether the aim is to comply with accounting standards, to ensure that resources are allocated properly or that aid achieves the desired impact, not all development outcomes take the form of social products that can always be measured. While participants took note of the trade-offs involved in such quantification, the discussion for the remainder of the meeting focused primarily on the monitoring of how aid is delivered.

59. There were strong sentiments that the monitoring and oversight of aid quality is not the prerogative of State institutions at the central level. Even though established entities such as parliamentary committees, auditor-generals and national audit offices should play an important role in providing assessments of aid quality, local governments should also be part of the monitoring system. In addition, civil society organizations should complement that picture by assuming the role of local accountability agents. Monitoring of aid quality should therefore be looked at as a process involving all stakeholders.

60. Contrary to this, the sometimes lofty aspirations of the development community seldom reflect the expectations of citizens in partner countries. This disparity in expectations along the aid delivery chain from donors to the individuals in the villages of destination, is due in part to the limited dissemination and communication of national development cooperation priorities. If citizens in partner countries do not know what to expect of development aid, or have no expectation at all, the notion of holding donors or governments accountable at the lowest level is futile.

61. Enhanced monitoring of aid quality is also contingent on improved national systems for public financial management. Funds should be channelled through these systems since the use of alternative procedures increases the difficulty of monitoring aid flows. It was felt that one of the best ways to promote more effective monitoring of development is to deliver such assistance through budgetary support.

62. During the discussion of monitoring aid quality, the issues of selecting appropriate indicators and evaluating the areas that are most pertinent to partner countries also emerged. Indicators need to be selected carefully, and even then they do not necessarily provide the full picture. With respect to monitoring and evaluation, examples were provided of the asymmetries often seen in the relationships between development partners. In the example of one country, the donor countries would select indicators that applied to their performance from international agreements, such as the Paris Declaration, whereas the indicators used to measure the partner country were selected by donor countries from national strategies and plans.

63. If donors set the framework within which indicators for assessing government performance are selected, it begs the question as to whether donors are merely evaluated on their ability to finance what they encourage the partner country to pursue. Eventually, such lack of ownership on the part of partner countries leads to a sense of disfranchisement and inaction.

64. Reservations were expressed about whether the heavy hand of some donors in the aid partnership is compatible with ideals of independence, freedom and democracy. Donors are often dealing with issues perceived by partner country governments as having an interventionist or intrusive character, yet participants were reminded that a number of the countries where this is the case have recently emerged from conditions of great internal stress or upheaval. While recognizing the need for enforceable contractual relationships, donor involvement in monitoring and evaluation reflects in fact that the accountability that ultimately matters the most is the one between governments and their people.

65. Finally, evidence was cited that many partner countries have made significant progress in recent years in building capacities for recording, coordinating and monitoring of aid, as part of their partnership with donors.

F. Donor harmonization

66. The Minister for Foreign Affairs of Cape Verde addressed the opening meeting on donor harmonization. Outlining the vision for development cooperation in his country, particularly taking into consideration the recent launch of the United Nations joint office pilot, the Minister explained the reform initiatives and challenges currently faced in Cape Verde.

67. In the ensuing discussions, it was stressed that the debate on donor harmonization should always be seen as means to improve the impact of development assistance. The symposium thus called for striking a balance between focusing on what goes into the "development cooperation equation", such as harmonizing aid processes and procedures and the ultimate results that come out of that equation.

68. While there has been some progress in donor harmonization at the country level, numerous examples of the continued need for streamlining of actions of donors at that level, including their interface with partner countries, were also highlighted. A range of measures such as programme-based and sector-wide approaches, projects with pooled funding and co-financing were mentioned as

important means of achieving cost-savings and easing the strain on national counterparts.

69. With reference to the experience of the first United Nations joint office pilot, it was noted that further progress in harmonization could be facilitated by donors pursuing a strategy of decentralizing decision-making authority to their offices in partner countries, since staff at the country-level tend to be more receptive to reform and harmonization. It was also mentioned that harmonization can be seen as the last step in a long process of integrating and bringing into accord a multitude of donor practices and processes. A first step in achieving such a goal should be the deepening of the dialogue between donors themselves.

70. It was argued that all hopes and efforts should not necessarily be vested in harmonizing and aligning donor efforts since the results do not always measure up to the endeavours undertaken. Another speaker aimed a different view with regard to regulating the current development aid system, mentioning that central planning had come a long way, but that it may have exhausted its potential. It was mentioned that, as an alternative, partner countries might be given the ability to purchase the services from actors in the international fields. Lessons from the private sector could perhaps be learned in terms of improving the distribution and allocation of aid.

71. Concern was expressed that in some countries the establishment of a plethora of working groups and other mechanisms involving donor presence may lead to proliferating priorities. With a wide array of activities defined as priorities, the coherent alignment of priorities becomes virtually impossible. Applying the market mechanism of ranking donors in order to encourage competition was mentioned as one viable approach. A similar approach suggested the creation of coordinating committees at sector and national levels, under the leadership of the government in the partner country and with only a limited number of seats granted to donors, which would eventually spur competition.

72. In discussing the notion of competition among donors, it was noted that services would have to be delivered according to certain standards and under specific regulations, with providers vying for the attention of partner countries. It was noted, however, that the market for aid is not a typical one since there is little contestability with only entries and no exits. The advantages of promoting competition among donors would thus have to be considered with the understanding that usual market conditions do not apply.

73. With regard to donor harmonization, the recent emergence of vertical and special purpose funds as popular mechanisms in the global aid system was highlighted. Such funds may play a critical role if they leverage resources and are well-used; at the same time, it was cautioned that countries that are granted resources for specific purposes may in some cases, find that government staff are poached and management attention diverted disproportionately towards the same objectives at the cost of other urgent development priorities.

74. It was noted that a number of donors are prone to picking and choosing United Nations agencies in order to fund individual projects and programmes. The importance of maintaining adequate levels of core funding for multilateral donors was highlighted in this regard. Concern was also voiced that a number of donors planning to scale up aid over the next couple of years are simultaneously envisaging

cutting back on the number of partner countries. With multilateral institutions constrained by allocation formulas that, by and large, follow the same pattern, some countries may eventually encounter an increase in underfunding, which would exacerbate already poor conditions and performance.

V. Principles for achieving sustainable results

75. The discussions held at the symposium reaffirmed a number of principles for achieving sustainable results in development cooperation. Frequent references were made to: partner countries taking ownership and leading the development process; the promotion of participatory processes involving all key stakeholders; and development partners answering for their performance through effective accountability mechanisms.

A. National ownership: leading the development process

76. The pivotal significance of national ownership of the development process was stressed throughout the symposium. Genuine ownership should be understood as a process whereby partner countries actively lead in the partnership with donors. Ownership by governments of partner countries does not mean merely agreeing on the terms and conditions of development activities conceived by donors. Instead, it means actively taking charge of defining the areas and initiatives within which a given partner country wants to engage with the donor community.

77. Ownership should not be confined to governments enjoying a monopoly over the development process. Instead, the process should be owned by a coalition of national stakeholders or should include full transparency and engagement of civil society organizations, parliament, media and the private sector. Since the poor often have little, if any, ownership of the development process, it was argued that the concept of ownership should be rethought.

78. A number of concerns were raised as to how to balance the competing demands of donors needing to demonstrate development results to their national constituents while at the same time giving sufficient time and space for manoeuvring to partner countries. It was felt that genuine national ownership must be premised on the exercise of sovereignty and political will, not in terms dictated by donors. It was mentioned that, while there may be a general agreement that partner countries should be in the driver's seat, there is an impression that "someone else is towing the car". The recent United Nations reform effort towards "Delivering as one" at the country level has also highlighted the potential tension between the principles of focus and inclusion.

79. Country ownership and leadership were regarded as necessary factors of success, and while the notion of ownership is part of every discussion, constituency and report issued, it was considered important, in view of its ubiquitous usage, to internalize the meaning of this concept in development processes. The concept includes the will to own and lead and the ability to align forces around that will and to make choices and decisions on the trade-offs required.

80. The issue of aid conditionalities featured prominently in the discussion on ownership, in particular since it was considered that they eroded sovereignty and

limited the policy space of governments. Furthermore, conditionalities can violate the democratic and economic rights of the poor since they generally fail to meet any notion of consultation. Others argued, however, that conditionalities are part and parcel of the contractual relationship between development partners and that the discussion should focus instead on the circumstances under which different conditionalities, including ex ante, results-based and process-based conditionalities, are appropriate and work. Conditionalities may even be worthwhile in some instances since they can allow national leaders to leverage difficult reform.

B. Participation: consulting with stakeholders

81. There was unequivocal consensus that the participation of non-State actors in the formulation and implementation of national development strategies is critical for the credibility, impact and sustainability of the development process. Several examples were provided of inclusive approaches in which consultations with civil society organizations and academia have played a major role in formulating national development strategies.

82. Ensuring consultations with non-State actors is only the first step, however, in formulating development priorities and strategies. A second step is to secure adequate representation of the same stakeholders in relevant processes since governments may sometimes be faulted for consulting primarily with like-minded non-State actors. It was also suggested that governments should consult with stakeholders using a single platform instead of bilateral consultations with individual actors.

83. In addition, stakeholder consultations should not be limited to the design phase of development cooperation initiatives, they should be part of a continuous process conducted during the entire course of implementation. Permanent consultative mechanisms should ideally be institutionalized in the implementation of such initiatives. It was also pointed out that consultations sometimes fail because civil society organizations are not fully informed and do not have a full understanding of the issues at hand.

84. It was felt that State institutions sometimes languish when it comes to offering an effective institutional counterbalance to the government by way of checks and balances. Parliamentarians, for example, are often at a disadvantage vis-à-vis the national government in instances when they are not privy to information on quantity, quality, allocation, distribution and results relating to development assistance. Continued provisions for capacity-building of parliaments to carry out oversight of the executive in this area should be part of donor assistance.

85. In addition to civil society organizations being an integral part of consultations and parliaments performing oversight functions, effective development cooperation is dependent on other well-functioning independent third parties such as auditors general and national audit offices. It is important for all these stakeholders to effectively hold governments accountable for the results delivered.

C. Accountability: answering for performance

86. The discussion on accountability revolved around the relationship between development partners and the ultimate accountability of governments to their peoples in both donor and partner countries.

87. The importance of holding the different actors in the development community accountable for progress, or lack thereof, was frequently stressed. It was noted that the nature of that relationship makes a difference in building an effective accountability arrangement. The relationship should be governed in a way that is transparent and honest and, above all, entered into freely. It was emphasized that development partners have to find a way to relate to each other as equals, however, as participants observed when discussing the issue of evaluation, development partners are rarely subject to equal consequences in the event that they do not meet their formalized responsibilities.

88. It was asserted that donors are increasingly scrutinized by national parliaments and other institutions to ensure the most effective use of development assistance. The challenge for the donor community is to convey to these constituents the message that, in order to be effective, aid must be predictable, frontloaded and of adequate volume. In this regard, the importance of establishing a framework for mutual accountability that would hold each constituent accountable and would evaluate progress while not subtracting from the accountability of other constituents was particularly emphasized.

89. It was pointed out that the "grand bargain" of aid is that donors provide the financial resources and that the lives of people in developing countries improve as a result. For the compact to work, increased predictability of results is needed. Measures that separate donors from the use of their funds are therefore likely to decrease rather than increase political support in the respective countries. It was noted that some funding modalities, such as the recently imposed air ticket tax, were not subject to political debate and review in terms of commitment.

90. In addition to effective political review of development assistance, public perception is an important factor that must be taken into consideration, in particular, in the context of scaling up aid that relies not only on a compact within the donor community, but also between donor governments and their public. Public support may wane if mobilized resources are not spent. One cause for concern was that increased funding would hit an "absorption wall" owing to logistical constraints, for example the lack of training institutions in developing countries, which could result in a backlash of support. Public support may nevertheless be bolstered, broad and effective dissemination of compelling and evidence-based stories about how development aid is accelerating development and improving the lives of people in partner countries.

91. There are limits as to how far the concept of accountability can be pushed. As an example, it was highlighted that bilateral donors ultimately answer to their taxpayers and not to the public in partner countries. Similarly, in the final analysis governments in partner countries are accountable to their public and not to donors. Ensuring mutual accountability between development partners should therefore be the result of a reciprocal and voluntary relationship. The development community should make concerted efforts to stay clear of a lose-lose scenario, whereby donor countries perceive that they are not getting the expected value for development

assistance and partner countries are discontent with how donors are considered to be imposing their views on sovereign States.

VI. Key policy messages

92. The following key policy messages were derived from the discussions held at the Vienna symposium:

(a) Genuine national ownership means that developing countries lead in partnership with donors. Ownership is not simply agreeing to the terms and conditions of development cooperation established by donors, it is actively taking charge of defining the framework and process for cooperation;

(b) Participation of non-State actors in the formulation and implementation of national development plans is critical for the credibility, impact and sustainability of the development process. Governments should not limit participation in policy dialogue processes to like-minded stakeholders, but benefit from a broad range of perspectives;

(c) Development partners need to relate to each other as equals and be expected to live up to agreed frameworks and commitments in respect of development assistance. National stakeholders should increasingly be empowered to hold governments accountable for the impact of aid;

(d) With regard to development effectiveness, the nature and pattern of economic growth is as important as the rate of growth. Achieving the Millennium Development Goals would have to include adequate aid and investments in productive sectors vis-à-vis the social sectors;

(e) National development strategies are the principal vehicle for advancing the implementation of the internationally agreed development goals at the country-level. The strategies, which sometimes err on the side of aspirations, should first and foremost be realistic at their outset;

(f) Ensuring national capacities for designing and implementing aid management strategies is a prerequisite for the leadership of partner countries in the aid partnership. National donor offices should have the required competencies to act as credible counterparts to national governments;

(g) Donor countries should be observant of meeting aid commitments in a predictable and stable fashion. Predictable and stable funding is of particular importance to fragile States that may nevertheless have the bleakest outlook in terms of conduct and performance;

(h) Monitoring of aid quality and impact is an area where donors wield a particularly strong influence over partner countries. Monitoring should reflect the fact that governments are ultimately accountable to their citizens. More effective dissemination of the expectations of development assistance is key to enabling the public to play a constructive role in aid monitoring;

(i) Agreements on donor harmonization are equalled by an increasingly fragmented presence of donors in many countries. Increased cooperation may provide a first step in furthering harmonization, while competition among donors may also prove an option in some cases;

(j) The classic development cooperation mindset of "North-South" is no longer viable. South-South and triangular cooperation offer viable alternatives in supporting developing countries to build national capacities, including the development of aid policies.

VII. Looking forward: South-South and triangular cooperation

93. As the first preparatory event for the Development Cooperation Forum, the Vienna High-level Symposium brought a number of pertinent development cooperation issues to the fore. In particular the growing importance and influence of cooperation outside the traditional compact between developed and developing countries received attention. Participants noted that without the inclusion of South-South cooperation the picture of international development cooperation is not complete.

94. With a host of participants speaking on South-South and triangular cooperation, one important message was that the development community needs to shed the classic approach of looking at development cooperation with a North-South mindset. In addition, it was proposed that the term "emerging donors" should be revisited since several of the countries considered in this category have been providing development assistance for decades.

95. Several participants voiced the need to reform the aid architecture while focusing on the demands of the least developed countries. It was argued that countries that are playing an increasing role as contributors should also take this opportunity to revisit the aid framework. These "ascending contributors" should use existing North-South experiences to help transform the existing framework into a new paradigm with a reduced focus on aid that is motivated by political or military considerations.

96. As a major trend in international development cooperation, South-South and triangular cooperation will become the topic of the next High-level Symposium to be held in preparation for the first Development Cooperation Forum in 2008 in New York. The symposium will be organized in cooperation with the Government of Egypt and held in Cairo.

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Annual ministerial review: strengthening efforts to eradicate poverty and hunger, including through the global partnership for development

Letter dated 8 June 2007 from the Permanent Representative of Madagascar to the United Nations and the Chargé d'affaires a.i. of the Permanent Mission of the Dominican Republic to the United Nations addressed to the President of the Economic and Social Council

We have the honour to bring to your attention the launch of the Public-Private Alliance Foundation, which took place at United Nations Headquarters on 18 May 2007. Over 120 people, including ambassadors and other government officials, people from the business sector, United Nations officials and representatives of non-governmental organizations, academic institutions, chambers of commerce and the media participated in this event, the aim of which was to stimulate a greater awareness of partnerships against poverty, and to take steps to mobilize resources from a wide range of actors.

Among the main challenges facing developing countries are how to build and sustain capacity and how to mobilize and direct it to address the problems of poverty that have been highlighted in the Millennium Development Goals and other internationally agreed principles. In order to deal with these effectively, action and interaction will be required from all parties concerned, including Governments, business, academia, non-governmental organizations and United Nations entities.

The focus of the Public-Private Alliance Foundation on partnerships and a business approach to development is very relevant to the annual ministerial review at the high-level segment of the forthcoming session of the Economic and Social Council. An innovative non-profit organization, the Foundation aims to help achieve the Millennium Development Goals, with special emphasis on goals 1 and 8. The Foundation is a participant in the United Nations Global Compact and promotes South-South and triangular cooperation. It encourages pro-poor business, capacity-building and investments, commerce and related activities for sustainable development.

* E/2007/100 and Corr.1.

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Mr. Daniel Mejia, who chairs the Sunland Group Corporation and also chairs the Board of the Public-Private Alliance Foundation, announced a donation of 100,000 United States dollars to the Foundation at the event on 18 May. Other parties also announced donations, partnerships and business opportunities at the event.

Featured speakers included the Vice-President of the Economic and Social Council, Léo Mérorès (Haiti); the Executive Head of the United Nations Global Compact; the Chief of the NGO Section of the Department of Economic and Social Affairs of the United Nations Secretariat; the Permanent Representative of Madagascar to the United Nations; and Ambassador Francis Lorenzo of the Permanent Mission of the Dominican Republic to the United Nations.

Representatives of numerous entities spoke of their interest in partnerships and proposed collaboration with the Public-Private Alliance Foundation, including: Classmate PC computers for educational support from Intel; the Open City Portal from the European Bank for Reconstruction and Development; solar power for farms, schools and businesses from PureTek Inc.; action research on women's remittances, entrepreneurship and microfinance from the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW); ethanol distilleries from TransSeed Corporation; e-governance collaboration with the Division for Public Administration and Development Management of the Department of Economic and Social Affairs; action research for clean water from the Patel Center for Global Solutions of the University of South Florida; support to fish farming from the InfoPoverty Institute of the University of Oklahoma; highlighting of the contributions of faith-based community groups from the United States Agency for International Development (USAID); after-school programmes from the World Sports Alliance; and financial and other support and collaboration from the Coalition of Hispanic Chambers of Commerce of New York State and its members.

These proposals and commitments will help support, expand and diversify the work already put in motion by the Public-Private Alliance Foundation in several sectors.

The Public-Private Alliance Foundation has its roots in the United Nations Public-Private Alliance for Rural Development, which is an initiative of the Economic and Social Council that mainly focuses on advocacy, encouragement and reporting on efforts to promote public-private partnerships. Madagascar and the Dominican Republic are pilot countries of that initiative and the first focus countries for the Public-Private Alliance Foundation. Because the Foundation is a non-profit organization, it is in a position to receive and disburse funds from various sources and to take action to build real partnerships with impact on people's lives and livelihoods. The Foundation aims to expand to other countries, and is establishing a board of United Nations ambassadors to provide advice on intergovernmental and national public policy, potential resources and programme implementation.

As is becoming increasingly evident, business that is both profitable and spreads its benefits broadly can have great impact in attacking poverty and building sustainable development. The Public-Private Alliance Foundation is a dynamic part of the growing family of efforts that promote the positive role business can play in promoting development.

We believe that these features deserve attention and encouragement at the first annual ministerial review of the Economic and Social Council. Accordingly, we would appreciate it if the present letter could be circulated as a document of the Council under item 2 (b) of the provisional agenda.

(*Signed*) Zina **Andrianarivelo-Razafy**
Ambassador
Permanent Representative of Madagascar
to the United Nations

(*Signed*) Francis **Lorenzo**
Ambassador
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